

2-16-1999

Dislocated Worker Outreach Project, 2002

Maine Occupational Information Coordinating Committee

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Dislocated Worker Outreach Project

NOV 27 2002



STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

ANGUS S. KING, JR.
GOVERNOR

February 16, 1999

The Honorable Alexis M. Herman
Secretary of Labor
U.S. Department of Labor
200 Constitution Avenue
Washington, DC 20210

Dear Secretary Herman:

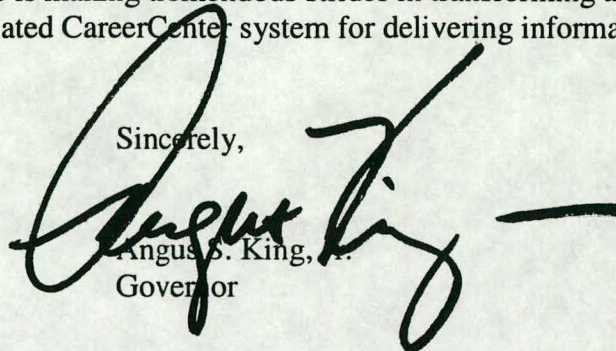
I am pleased to submit this application to fund Peer Support Workers to serve hundreds of Maine dislocated workers.

Maine has established a comprehensive program design for serving dislocated workers. Initiatives include building and maintaining an effective state and local rapid response capacity, acquiring Trade Adjustment Assistance and NAFTA retraining funds, building alliances with labor and community groups, and integrating services to dislocated workers through the Maine CareerCenter (One-Stop) system.

The Peer Support Worker project is another component of our dislocated worker program design capacity, and it is an important one. We know that participation rates increase significantly when employees are encouraged to participate by their coworkers. Higher participation rates translate to shorter durations of unemployment and lower benefit payments. Peer support provides a bridge between plant closings and the reemployment system because coworkers help one another understand their choices, help navigate the system, and provide linkages to other public and private sector resources. And I'm proud to say that Maine will be using these funds collaboratively with the Maine AFL-CIO in support of the CareerCenter system. Peer workers are identified and hired by AFL-CIO, the project is managed collaboratively, and all services will be provided out of local CareerCenters.

Should you have any questions about this proposal, please contact Valerie R. Landry, Maine Commissioner of Labor, who is making tremendous strides in transforming the array of fragmented programs into a coordinated CareerCenter system for delivering information and services.

Sincerely,



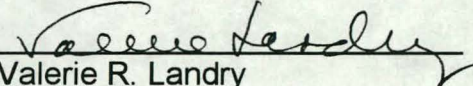
Angus S. King, Jr.
Governor

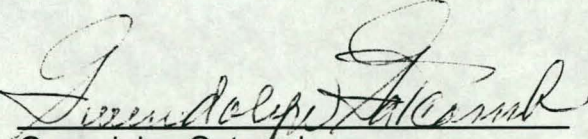


PEER SUPPORT WORKER

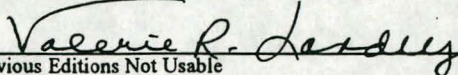
Grant Application

This grant was developed jointly and collaboratively between Maine Department of Labor and Maine AFL-CIO, and is being submitted in a spirit of cooperation that embodies the One-Stop imperative to transform the array of fragmented employment and training programs into a coordinated system for delivering information and services.


Valerie R. Landry
Commissioner
Department of Labor


Gwendolyn Gatcomb
President
AFL-CIO

APPLICATION FOR
FEDERAL ASSISTANCE

1. Type of Submission		2. DATE SUBMITTED: March 2, 1999	Applicant identifier:														
<i>Application</i> <i>Pre-application</i> <input type="checkbox"/> Construction <input type="checkbox"/> Construction <input checked="" type="checkbox"/> Non-Construction <input checked="" type="checkbox"/> Non-Construction		3. DATE RECEIVED BY STATE:	State Applicant Identifier:														
		4. DATE RECEIVED BY FEDERAL AGENCY:	Federal Identifier:														
5. APPLICANT INFORMATION:																	
Legal Name: Maine Department of Labor		Organizational Unit: Bureau of Employment Services															
Address (give city, county, state and zip code): 55 State House Station Augusta (Kennebec County), Maine 04333		Name and telephone number of the person to be contacted on matters involving this application. (Give area code.) Tim McLellan Tel: (207) 624-6390															
6. EMPLOYER IDENTIFICATION NUMBER (EIN) 01-6000001		7. TYPE OF APPLICANT (Enter appropriate letter in box [A]) <table border="0"> <tr> <td>A. State</td> <td>H. Independent School District</td> </tr> <tr> <td>B. County</td> <td>I. State Controlled Institution of Higher Learning</td> </tr> <tr> <td>C. Municipal</td> <td>J. Private University</td> </tr> <tr> <td>D. Township</td> <td>K. Indian Tribe</td> </tr> <tr> <td>E. Interstate</td> <td>L. Individual</td> </tr> <tr> <td>F. Inter municipal</td> <td>M. Profit Organization</td> </tr> <tr> <td>G. Special District</td> <td>N. Other Specify</td> </tr> </table>		A. State	H. Independent School District	B. County	I. State Controlled Institution of Higher Learning	C. Municipal	J. Private University	D. Township	K. Indian Tribe	E. Interstate	L. Individual	F. Inter municipal	M. Profit Organization	G. Special District	N. Other Specify
A. State	H. Independent School District																
B. County	I. State Controlled Institution of Higher Learning																
C. Municipal	J. Private University																
D. Township	K. Indian Tribe																
E. Interstate	L. Individual																
F. Inter municipal	M. Profit Organization																
G. Special District	N. Other Specify																
8. TYPE OF APPLICATION: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision If revision, enter appropriate letter(s) in box(es): <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> A. Increase Award B. Decrease Award C. Increase Duration D. Decrease Duration E. Other (specify) _____		9. NAME OF FEDERAL AGENCY:															
10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 17-802 TITLE: JTPA Title III Discretionary		11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Establish a network of Peer Support Workers and a Coordinator to provide outreach and support services to dislocated workers separated from targeted firms.															
12. AREAS AFFECTED BY PROJECT (Cities, counties, states, etc. Statewide (Central Maine))																	
13. PROPOSED PROJECT:		14. CONGRESSIONAL DISTRICTS OF:															
START DATE 4/1/99	ENDING DATE 6/30/2001	a. Applicant 1st District	b. Project 1st and 2nd Districts														
15. ESTIMATED FUNDING:		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS:															
a. Federal	\$2,035,131.00	a. YES, THIS PRE APPLICATION/APPLICATION WAS MADE AVAILABLE TO REVIEW STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: _____															
b. Applicant	\$	b. NO. <input type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372															
c. State	\$	<input type="checkbox"/> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVISION															
d. Local	\$																
e. Other	\$																
f. Program Income	\$	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?															
g. TOTAL	\$2,035,131.00	<input type="checkbox"/> Yes. If "Yes", attach an explanation. <input checked="" type="checkbox"/> No.															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PRE APPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																	
a. Typed Name of Authorized Representative: Valerie R. Landry		b. Title: Commissioner	c. Telephone Number: (207) 287-3788														
d. Signature of Authorized Representative: 		e. Date Signed 3/2/99															

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AUTHORIZED FOR LOCAL REPRODUCTION

Maine Dislocated Worker Outreach Project

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Maine Dislocated Worker Outreach Project: A Peer Support Approach to Dislocated Worker Services

SYNOPSIS OF THE PROJECT

Brief Project Description/Innovative Elements: This unique project calls for an intensive, demographically-targeted worker-to-worker outreach and "peer support" initiative. It is specifically designed to supplement and expand the capacity of the Maine employment and training system to address the unmet readjustment and retraining needs of workers impacted by a series of 13 very similar or interconnected past, current, and anticipated dislocations. The majority of these fall within central Maine and reflect the continuing job hemorrhaging within the paper/wood products and apparel/textile industries resulting from the competitive forces of foreign trade and cheap foreign imports. Seven of these dislocations involve workers from a single union – the Paper, Allied-Industrial, Chemical and Energy Workers International Union (PACE). These layoffs cap a precipitous, multi-year decline in these industries which has ravaged working families in central Maine and vicinity. This project is especially noteworthy in that its multi-layoff, multi-union design and its targeted "reach-back" component have been developed by an extensive collaborative partnership involving the Maine Department of Labor and its One Stop CareerCenters, the Maine AFL-CIO and its affiliated unions, and an active, widely-representative Community Task Force led by a State Senator and State Representative from central Maine. The project has three components: (1) It is anchored in ongoing layoffs at Carleton Woolen Mills in Winthrop, Mead Paper Company in Rumford, SAPPI, Inc. (pulp and paper) in Westbrook, and several other significant layoff events which have already impacted 991 workers and will probably involve several hundred *additional* workers before they are concluded; (2) It also includes an intensive "reach back" component for several closely connected apparel/textile and wood/paper products plant closings encompassing more than 1,000 workers, in which a majority appear to have "fallen through the cracks" of the employment and training system; (3) Finally, it targets several anticipated, closely aligned, but not yet publicly announced, layoffs that will encompass several hundred additional workers.

The proposers acknowledge that it is highly unusual for a national reserve grant to be awarded for a multi-layoff, multi-employer, multi-union project and to support a "reach back" effort for layoffs more than three or four months old. However, the community stakeholders who have been instrumental in project planning have given top priority to developing such a comprehensive, coordinated approach. Further, the demographics, the similarity and the interconnectedness of the targeted layoffs and the strong tripartite (Maine DOL/AFL-CIO/Community) partnership that are the cornerstones of this project make this multi-worksite effort not only essential but completely do-able.

Project Applicant: Maine Department of Labor/Bureau of Employment Services

Amount Requested: \$2,035,131.00

Grant Type: Regular

Funding Type: Incremental or phased funding

Project Type: Regular

Project Operator: Maine Department of Labor/Bureau of Employment Services
and its One Stop Career Centers
(including a subcontract to the Maine AFL-CIO)

Project Location: Variable

Applicant Contact: Tim McLellan, Director of Field Services
Maine Department of Labor/Bureau of Employment Services
55 State House Station
Augusta, Maine 04333-0055
Telephone: 207-624-6390
Fax: 207-624-6499

County (Residence) of Affected Workers: Primarily Kennebec County; also Somerset, Oxford, Cumberland, Penobscot, Washington, and Androscoggin Counties

Companies, Layoff Dates, and Numbers of Workers Dislocated: 2,463 workers targeted in 13 specific layoff events, involving 11 corporate employers, plus approximately three additional not-yet-public layoff events. (See Tables 1 and 2 on pages 7 and 8 of grant narrative for a complete listing of targeted layoff events.)

Labor Organization Representation: The Maine AFL-CIO; the Greater Portland Federated Central Labor Council; the Central Maine Central Labor Council; the Paper, Allied-Industrial, Chemical and Energy Workers International Union; the Union of Needletrades, Industrial and Textile Employees; the United Food and Commercial Workers International Union; the International Brotherhood of Electrical Workers; the Office and Professional Employees International Union, the International Association of Machinists and Aerospace Workers; the United Brotherhood of Carpenters and Joiners of America; and the International Brotherhood of Fireman and Oilers/SEIU; AFL-CIO Community Services Liaisons

Major Occupations From Which Individuals Are Being Dislocated: Paper/Wood Products and Apparel/Textile

Principal Occupations for Which Retraining Is Likely: Variable

Number of Participants: 1,542 (readjustment services and retraining - combined)

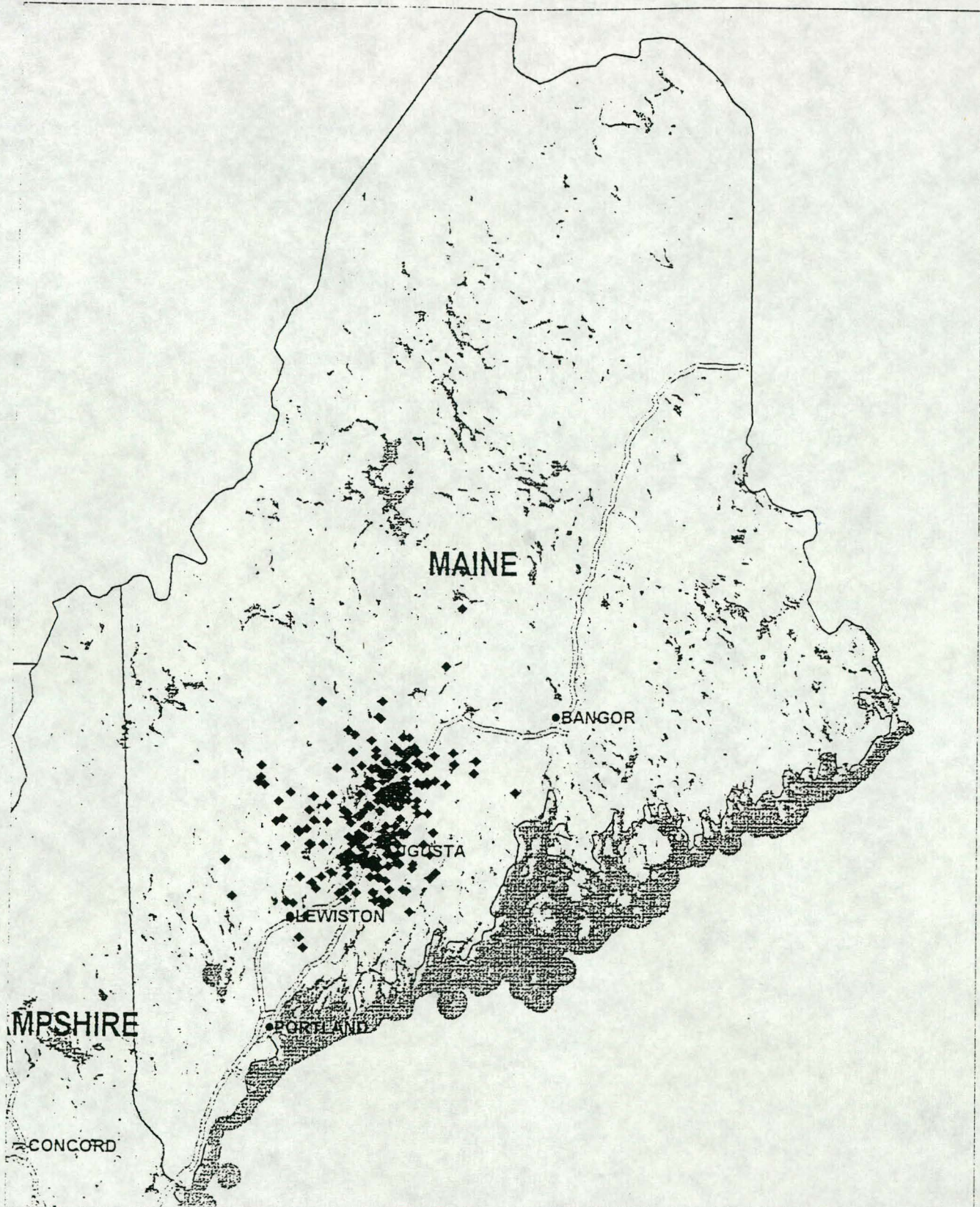
Cost Per Participant: \$1,320.00 (Note: retraining costs covered under TAA and NAFTA/TAA funding streams.)

Planned Entered Employment Rate: 75% of the workers served (who seek re-employment)

Planned Wage Replacement Rate: 90% of previous wage

Project Operations: Start Date: April 5, 1999 End Date: June 30, 2001

Geographic Distribution of Central Maine
Laid Off Workers – 1997 - 1999



Market Decision, 1999

Location of JTPA Title III National Reserve Fund Required Elements Within the Grant Narrative

Note: Due to some of the unique features of this project, the narrative that follows does not directly track the outline described in the "JTPA Title III National Reserve Grant Application Procedures." Therefore, to assist reviewers, the following outline provides an easy reference point regarding where each required element can be found in the proposal narrative.

♦ Required Services

- Planning/Meetings (worker, employer, community involvement).....Page 10
- Description of any early intervention.....Page 12, Tables 1 and 2 – Pages 7-8
- Information gathered from target population.....Table 3 – Page 9, Pages 13-14, 19
See also Appendix B
- Mechanisms in place to ensure worker involvement.....Pages 6, 10-11

♦ Analysis of Target Group

- Number of workers expected to participate.....Pages 14-16, Table 4 – Page 17
- Efficacy or project, if layoff is more than 4 months old.....Pages 4-5, 18-19
- Trade connections (TAA petitions/status, etc.).....Page 3, Tables 1 and 2 – pages 7-8
- If employer(s) has(ve) relocated, to where?.....Not Applicable

♦ Analysis of Labor Market Conditions.....Pages 20-24 See also Appendix D

♦ Description of Client Service Process.....Pages 24-25, Table 7 – Page 26

♦ Needs-Related Payments.....Page 27

♦ Relocation/Out-of-Area Job Search Assistance.....Page 27

♦ Management Process.....Pages 27-28, Table 8 – Page 29 See also Appendix C

♦ Coordination and Linkages.....Page 30 See also Appendix C

Maine Dislocated Worker Outreach Project

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Table 16:	Monthly Activity Plan/Mead Paper Company
Table 17:	Monthly Activity Plan/SAPPI, Inc.
Table 18:	Monthly Activity Plan/SCI Systems, Inc.

Table 19: Monthly Activity Plan/Georgia Pacific

Table 20: Monthly Activity Plan/Robinson Manufacturing/Kezar Falls Woolen Mill

Table 21: Monthly Activity Plan/Other (Includes additional layoffs at the sites listed on Tables 10-20 and new sites)

Maine Dislocated Worker Outreach Project

Project Narrative

Maine Dislocated Worker Outreach Project: *A Peer Support Approach to Dislocated Worker Services in Central Maine and Other Areas*

A Proposal to the U.S. Department of Labor for National Reserve Account Funds

Budget surpluses and record low unemployment rates are clear signals that the economy is booming. Yet, surprisingly, the strength of the economy has not produced greater job security for American workers. The number of people receiving layoff notices has been constant in recent years, . . . with displacement figures during the past decade sometimes approaching 15% of the U.S. workforce. . . . The simple solution to the displacement problem is to help dislocated workers find new jobs. However, reemployment alone may not address the larger issues confronting these workers. Dislocated workers typically suffer wage losses that are not easily recovered, and they may need to find a new occupation. It is estimated that the average dislocated worker loses \$80,000 in lifetime earnings and that retraining of at least two years is necessary to restore his or her previous earning power. Further, the type of job displacement affecting workers in the 1990s has changed significantly since the 1980s; older workers, more educated workers, and white collar workers face a greater potential for job loss than ever before.

— From: *Worker Displacement Continues Even in Good Times*
National Governors Association Issues Brief
September 8, 1998

PROJECT NARRATIVE

PROJECT BACKGROUND AND RATIONALE

The State of Maine currently is hemorrhaging well-paying jobs in the manufacturing and production sectors, with foreign trade and competition from cheap foreign imports playing a significant role in this phenomenon. Therefore, new and creative government, community, labor and management responses are necessary to serve the multitude of workers who continue to be affected by the unending stream of job losses occurring in the state.

The unique worker outreach and dislocated services project that follows is the outgrowth of more than eight months of intensive investigative and planning work by a broadly representative, legislatively-led community task force and other project partners. *(See page 10 for a detailed description of the extent of community commitment and stakeholder involvement in this proposal.)*

This project proposes to address not just a single plant closing but a series of 13 very similar, sometimes inter-connected dislocations (the majority of which are very closely geographically aligned in central Maine) involving 11 corporate employers. Seven of these major layoffs or plant closings involve workers from a single union – the Paper, Allied-Industrial, Chemical and Energy Workers International Union (PACE). *(See Tables 1 and 2 on pages 7 and 8 for a complete listing of the dislocations targeted by this project.)* The project also proposes a modest “reach back” component through which targeted unserved workers who were laid off up to 21 months prior to the project start date will also be served.

The layoffs targeted by this project cap a precipitous multi-year decline in manufacturing employment in Maine that has had, and continues to have, severe economic consequences for numerous Maine families and communities. Without the outreach activities and services proposed by this project, many impacted workers will languish in underemployment, subsistence work, and working poverty – to the significant detriment of the economic and social fabric of their families, their communities, and the State of Maine.

The proposers acknowledge that it is highly unusual for national reserve account grants to be awarded for multiple layoffs involving multiple employers and to “reach back” beyond a three or four month period to those previously laid off. However, the pattern and the similarity of the past, current and anticipated layoffs targeted by this comprehensive project, as well as the sustained commitment and collaboration of many stakeholders, make a coordinated, multi-worksite approach not only essential but completely do-able.

The following key elements assure that this project is feasible, well-thought-out, and designed with a high potential for success:

- **There is deep community support for a multi-layoff, multi-employer, multi-union project design. In fact, this particular design was the specific outgrowth of a lengthy community planning and investigatory process, and all project stakeholders (elected officials, government agencies, service providers, and workers and their unions) are unanimous in their desire to undertake the coordinated, comprehensive project design herein described.**

- The similarities among the targeted dislocations make a common, tightly coordinated services strategy possible. All are in the manufacturing and production sector. All but one fall within the apparel and textile or pulp and paper products industries. All involve workers residing in rural areas where geographic barriers to re-training or re-employment are common. All involve families where there is a heritage of multiple generations working on the same production line. Nine of the 13 targeted dislocations represent unionized facilities where the union has pledged to play a leading role in this project's success.
- The participating unions and several offices of the Maine Department of Labor have undertaken an intensive process of compiling worksite-by-worksite listings of targeted worker names and contact information. Further, during the project planning stages, the impacted unions and several community partners have undertaken the process of surveying a number of these workers to get a detailed picture of their status and continuing service needs.
- All participating unions, which represent approximately 75% of the targeted workers, are fully committed to lending their worker outreach and communications capabilities to the task of reaching the targeted worker population, and both the Maine AFL-CIO and the Maine Department of Labor are committed to "leaving no stone unturned" in finding targeted workers still in need of readjustment or retraining services. There is no way the existing workforce development system could duplicate these valuable union outreach and communications networks. By partnering with these networks, however, the employment and training system will be able to accomplish extensive outreach and intake that simply would not otherwise be possible and thus will be able to serve numerous workers who otherwise have fallen or will fall through the cracks.
- Current State of Maine policy authorizes JTPA Title III services to selected individuals who become re-employed subsequent to actual layoff. The key criteria for eligibility include whether or not the job is temporary, cyclical, low wage, or part time in nature (e.g. averaging less than 30 hours per week for more than six months) — that is, the job is *not* of a nature that will provide long-term, sustainable employment. Worker contacts during the planning stages of this project indicate that a substantial number of the targeted workers who have found re-employment meet these criteria for continued eligibility for retraining services.
- As noted in Tables 1 and 2 on pages 7 and 8, all targeted layoff events have been triggered by the competitive forces of foreign imports or by trade with Mexico or Canada, and all dislocations have been certified for retraining support under the Trade Adjustment Act (TAA) or the North American Free Trade Agreement (NAFTA). Therefore, all of the retraining funds required by workers enrolled in this project will come from the TAA and NAFTA funding streams and thus are not included in this project's budget.

This project has three major components:

- (1) The project is anchored in the current layoff events occurring at Carleton Woolen Mills in Winthrop; Mead Paper in Rumford; SAPPI (pulp and paper) in Westbrook; and several other significant downsizing events.
- (2) Project partners also propose to look back as far as July, 1997 — *with a particular focus on central Maine* — to reach previously unreached and unserved workers from several significant dislocations (including the closings, and the resulting 625+ worker layoffs, of Cascade Woolen Mills and Kimberly Clark after each company had been in continuous operation for more than a century). This central Maine "reach-back" component is a very high priority for the Community Task Force and legislative leaders who have been instrumental in the planning of this project. As indicated above, this unusual feature is both do-able and desirable because of the unique assets and high degree of community involvement enjoyed by this project.
- (3) Additionally, it is clear that, as this proposal is being written, warning signs are rampant of even further layoffs, at both existing targeted worksites where layoffs are now occurring and at additional sites. Therefore, this proposal also targets several impending dislocations (which are anticipated to be significant) for which the state and several local communities are already bracing.

Why Workers in the Targeted "Reach Back" Sites Remain Unserved

There are a number of reasons why laid off workers in Maine (and in any state) do not initially pursue readjustment or retraining services through the employment and training system. While some workers recognize immediately that re-employment programs can be a bridge to a new working life, many others continue to hold out hope that somehow they will be called back to their previous job or industry. Still others try to get by until retirement. Additionally, there often are immense psychological barriers to doing something new, dealing with unfamiliar people, and confronting educational deficiencies. Finally, a number of dislocated workers need the right kind of help navigating a system that is still too complex and can appear unfriendly. Without intensive outreach, many of the workers experiencing these barriers are permanently lost to the system. Generally, employment and training system program designs do not adequately address these barriers. System performance is measured by "customer satisfaction" among those who find their way in the door, not by an analysis of the extent to which impacted workers do not even get to the door.

The Cascade Woolen Mill experience provides a specific example of the complex mix of

such barriers for this project's targeted workers. Cascade Woolen Mill laid off 125 workers in July of 1997 and was certified for TAA/TRA that August. Because an Austrian company was supposed to purchase, renovate and re-open the mill within a few months, all laid off workers were given a job search waiver. In September, it finally became clear that there was no buyer for the mill, and the facility closed permanently. This unfortunate series of events prevented a timely response to the impacted workers. Finally, four months after the layoff, two rapid response sessions were offered for the Cascade workers (without the benefit of intensive union-led outreach support). Only 63 workers attended these sessions, and of these only 49 registered with the Maine Job Service. Of the 49, 15 found employment and 28 workers are currently in training. Therefore 82 (65%) of the original group of laid off Cascade Woolen Mill workers still need to be contacted, most of whom remain unemployed or significantly underemployed. This is just one example of how a variety of factors converged to create of large pool of workers who have yet to be served. Further, these compelling circumstances have prompted community leaders and project stakeholders to place a high priority on “reaching back” to Cascade workers.

As part of Maine's own workforce development continuous improvement efforts, the partners to this project recognize that these workers — and those similarly situated — *can* be found when all stakeholders are working together to achieve this end. The peer support worker component of this project addresses all of the above listed barriers by adding a dimension that simply is not resident in standard program design. By their nature, peer support workers add a recruitment capacity over and above what a Career Center can offer. Peer support workers know their co-workers, have credibility with them, and are in a position to buffer the workings of an unfamiliar bureaucracy. As front-line workers impacted by the same layoff, peer support workers have a first-hand understanding of the emotional roller coaster and dashed hopes experienced by the laid off workforce. They can generate trust, foster confidence that workers can take control of their situations, and provide moral support during re-employment services.

The “reach back” component of this project is not an indication that no outreach efforts took place in the past or are taking place currently. Rather, this component reflects an awareness that (1) outreach efforts will be much more effective with peer support workers and (2) with the involvement of union and community, it is still possible to locate and serve the hundreds of unserved workers from the targeted layoffs who remain in great need of support.

Use of Peer Support Workers as a Key Outreach Strategy

The National Governors Association (NGA) and numerous other workforce development system stakeholders have found that labor-management collaboration, the use of peer counselors¹, and the ongoing involvement of labor organizations in the process of serving dislocated workers are three key strategies for ensuring that dislocated workers, such as those in Maine, receive the support and training they need to find sustainable re-employment at living wages. In a recent briefing paper, the NGA cites examples of significant increases in worker participation rates as a result of the use of peer counselors (*NGA Issues Brief*, 9/8/98). These NGA findings are borne out by Maine's own recent experience in Bridgton, Gardiner, and Winthrop, Maine. In Bridgton, the active involvement of peer support workers in reaching out to laid off workers from Bridgton Knitting Mills/Malden Mills resulted in a first month response from dislocated workers that was more than double what the Career Center system had anticipated. At the Carleton Woolen Mills in Gardiner and Winthrop, the Department of Labor-operated Career Center reports that the three union peer support workers assigned to this layoff also doubled what would otherwise have been the enrollment numbers from this layoff. The peer support workers have been especially successful in bringing in older workers who lack a high school diploma or who have other significant barriers to re-employment. (*See also – news articles four and five in Appendix E.*)

Therefore, based on the knowledge that active union involvement and the presence of peer support workers can substantially enhance dislocated worker services, the Maine Department of Labor, the Maine AFL-CIO and its affiliated unions, the State Legislative Delegation serving central Maine, the One-Stop Career Centers serving the impacted areas, and other key stakeholders jointly have crafted this project proposal which calls for program of tripartite (labor-government-community) service delivery collaboration as well as intensive peer support worker intervention for a series of similar manufacturing layoffs. (*Details about the collaborative planning process are provided on page 10.*) This project focuses substantially on work with unionized worksites or workforces because the existing local union structures and communications mechanisms provide an ideal foundation on which project sponsors can build a successful outreach and service program.

¹ The Maine AFL-CIO and Maine DOL use the term "peer support worker" in lieu of "peer counselor."

Table 1
Targeted Worksites/Workforces for the
Maine Dislocated Worker Outreach Project

Past Layoff Events (Central Maine Focus)

Company Name/Location	# Impacted Workers	Union(s)	Trade Impacted?	Rapid Response and/or TAA Outreach?
Cascade Woolen Mill Oakland, Maine (closed after 115 years)	125 - 7/1/97	UFCW Local #122	TAA/TRA certified	10/2/97 RR 10/25/97 RR
Tree Free Fiber Augusta, Maine (formerly Hudson Pulp & Paper and Statler Tissue, closed after 100+ years; reopened as Tree Free Fiber, closed within one year)	140 - 12/17/97	PACE Local #57 Local #82	NAFTA/TRA certified	12/17/97 RR 12/18/97 RR (2)
Kimberly Clark Winslow, Maine (closed after 107 years)	115 - 7/1/97 300+ - 1/24/98 53 - 5/1/98	PACE Local #911 Local #431 OPEIU Local #280 IBEW Local #1768 IAM Local #1828	TAA/TRA, NAFTA/TRA certified	6/23/97 RR 7/9/97 RR 7/20/97 RR 12/5/97 RR,TAA 12/12/97 RR,TAA 12/18/97 RR,TAA 4/22/98 RR,TAA 4/23/98 RR,TAA
Carleton Woolen Mills Gardiner, Maine (closed after 16 years; parent company started as a cotton mill in 1850s)	27 - 9/19/97 102 - 7/10/98	UNITE Local #2313	TAA/TRA certified	5/17/98 (union outreach) 6/25/98 RR 10/19/98 TAA 11/2/98 TAA 10/5/98 TAA
Irving Tannery Hartland, Maine	48 - 10/6/98	Non-union	TAA/TRA certified	12/2/98 RR
Eastland Shoe Fryeburg, Maine (closed after 30 years)	137 - 12/1/98	Non-union	TAA/TRA certified	12/10/98 RR 10/27/98 RR 11/24/98 RR

Table 2
Targeted Worksites/Workforces for the
Maine Dislocated Worker Outreach Project
Ongoing and Anticipated Layoff Events

Company Name/Location	Known # of Impacted Workers At Time Of This Application (layoffs are continuing)	Union(s)	Trade Impacted?	Rapid Response and/or TAA Outreach?
Carleton Woolen Mills Winthrop, Maine (in existence over 145 years; started as a cotton mill in 1850s)	195+ - 8/28/98, 9/98, 10/9/98 and 2/26/99	PACE Local #1235	TAA/TRA certified	1/7/99 RR 10/21/98 RR 9/15/98 RR 10/19/98 TAA 11/2/98 TAA 10/5/98 TAA
Mead Paper Company Rumford, Maine (in operation over 100 years)	32 - 9/21/98 105 - 11/23/98 12/14/98	PACE Local #900	TAA/TRA, NAFTA/TAA certified	12/1/98 RR 12/18/98 RR 11/17/98 RR 10/2/98 RR 12/30/98 RR
SAPPI, Inc. (pulp and paper) Westbrook, Maine (in operation over 100 years)	116 - 8/31/98 12/98 1/22/99	PACE Local #1069 IBEW Local #2233 IBFO Local #1030 UBC Local #3196 IAM Local #2287	TAA/TRA certified	11/20/98 RR 1/14/99 RR, TAA 1/20/99 RR, TAA
SCI Systems Inc. Augusta, Maine	260 - 3/27/98 and 4/10/98 30 - 11/13/98	Non-union	TAA/TRA certified	4/13/98 RR (4) 4/2/98 RR 6/16/98 RR 11/22/98 RR 11/23/98 TAA
Georgia Pacific Chip and Saw Division Baileyville, Maine (in operation over 30 years)	56 - 10/31/98	PACE Local #1367	TAA/TRA, NAFTA/TAA certified	11/3/98 RR 11/3/98 RR
Georgia Pacific Oriented Strandboard Division (OSS) Baileyville, Maine (in operation over 30 years)	92 - 11/3/97	PACE Local #1367	TAA/TRA certified	
Robinson Manufacturing, Oxford, Maine/Kezar Falls Woolen, Kezar Falls, Maine	135 - 6/12/98	Non-union	TAA/TRA certified	6/11/98 RR (2) 12/29/98 TAA (2) 9/23/98 TAA

Table 3
Maine Dislocated Worker Outreach Project
What Is Known About the Targeted Worker Population

Targeted Layoff (* Layoffs in these sites are continuing)	# of Impacted Workers	# of Workers Known to Have Applied For Labor Exchange Services (based on ES data)	# of Known Labor Exchange “Placements” (based on ES data)	Determined Eligible for TAA/NAFTA	Currently Being Served or Assessed for TAA/NAFTA	Received TAA/NAFTA Services				Workers With “Unknown Status” Requiring Outreach
						Training	On the Job Training	Relocation	Job Search	
Cascade Woolen Mills Oakland, Maine (1)	125	49	15	95	59	27	1	0	0	82 (65%)
Tree Free Fiber Augusta, Maine (2)	140	56	19	31	20	8	0	0	0	113 (81%)
Kimberly Clark Winslow, Maine (3)	468+	187	57	262	195	123	3	2	9	285 (61%)
Carleton Woolen Mills Gardiner, Maine (4)	129	56	17	210	150	99	1	2	1	185 (57%)
Carleton Woolen Mills* Winthrop, Maine (5)	195+	72	22							
Irving Tannery Hartland, Maine (6)	48	19	6	TAA Certified	0	0	0	0	0	42 (88%)
Eastland Shoe Fryeburg, Maine (7)	137	55	17	70	60	16	1	1	0	103 (75%)
Mead Paper Company* Rumford, Maine (8)	107+	55	16	TAA Certified	0	0	0	0	0	91 (85%)
SAPPI, Inc. (pulp & paper)* Westbrook, Maine (9)	116	46	14	5	23	1	0	0	0	103 (89%)
SCI Systems, Inc.* Augusta, Maine (10)	290	116	35	111	53	40	0	0	0	215 (74%)
Georgia Pacific* Softwood Division Baileyville, Maine (11)	56	22	7	0	0	0	0	0	0	49 (88%)
Georgia Pacific* Strandboard Division Baileyville, Maine (11)	92	37	11	0	0	0	0	0	0	81 (88%)
Robinson Manufacturing* Oxford, Maine/ Kezar Falls Woolen Mill Kezar Falls, Maine (12)	135	54	16	61	34	15	3	0	0	101 (75%)
Sub-total	2,038	824	252	845	594	329	9	5	10	1,450
Other (This includes additional layoffs at the sites listed above and new sites) (13)	(425+/-)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	425
Total	2,463	824	252	845	594	329	9	5	10	1,875

1. Cascade Woolen Mill closed, as explained in the grant narrative, over four months before any RETI, retraining or outreach services were offered to these workers. Many of these workers had worked in the textile industry for generations, and multiple members of many families were employed doing this work. The literacy level of the workers tended to be low, with several workers unable to read or write and many lacking a high school diploma.
2. Tree Free Fiber (employment of 140) closed its doors after just one year of operation. Tree Free Fiber opened in the same facility as Statler Tissue after Statler Tissue closed in 1995 and laid off over 500 workers. (See news articles in Appendix 5 for details about the painful Kimberly Clark closing.)
3. Kimberly Clark closed after 107 years of operation. Two laid off employees volunteered to serve as unpaid peer support workers. They were instrumental in getting the present effort started. It soon became evident that it was impossible to do such a program on a volunteer basis. Because of their efforts, the need for peer support workers was validated.
4. Carleton Woolen Mill in Gardiner closed on July 1, 1998. In early September, the Maine DOL, in cooperation with the Maine AFL-CIO and UNITE, started a program of Peer Support Workers to attempt to reach out to all of the impacted workers. This was a great success, and this grant proposal aims to continue the work of the existing peer support worker program for Carleton Woolen Mill.
5. Carleton Woolen Mill in Winthrop has experienced two major layoffs since last October. There are currently two peer support workers serving the impacted workers. This grant seeks to continue their work until all of the workers' needs are met. This mill is in great danger of another major layoff or closure.
6. Maine DOL received word that Irving Tannery was "certified" for TAA/TRA on February 8, 1999. Therein lies an urgent need to bring on board immediately a peer support worker.
7. Eastland Shoe is in an extremely rural location within Maine. There are limited job opportunities in an area with limited support services. Currently, one peer support worker has been hired to initiate outreach and will remain on board with grant funding. Affected workers will be served out of the Bridgton Transition Center. The peer support worker may also provide services to Eastland Shoe workers being separated from a sister plant in Lisbon, Maine.
8. In September 1998, 30 management persons were laid off from Mead Paper. Following this, 105 production workers were laid off in November and December 1998. Two peer support workers started serving the affected Mead workers on February 1, 1999. They have funding from the Maine DOL until April 2, 1999. This grant seeks funds to continue their work until all of the workers receive support.
9. There has not been a major lay off of production workers at SAPPI since 1974. Between August and December, 116 workers lost their jobs at SAPPI. Two peer support workers started serving the SAPPI laid off workers on February 1, 1999. Maine DOL is providing funding until April 2, 1999. This grant seeks funds to continue their work until all of the workers receive services.
10. SCI has downsized by some 1,000+/- workers over the past several years. Some of the workers have returned to the parent plant; others have transitioned into new jobs in different career fields, and yet, over 200 remain in an "unknown status". On February 9, 1999 we learned that an additional 40 workers were being laid off over the next two months. With limited manufacturing opportunities in the greater Augusta Labor Market Area, outreach via peer support workers will be critical to positioning these workers for different jobs.
11. All divisions at Georgia Pacific have experienced layoffs over the past 14 months. There is a pattern of job attachment that closely mirrors the market demand for their products. In effect, the workers who are currently dislocated have only been employed for some 8 out of the last 14 months. Opportunities for more permanent employment will be the marketing tenet of the peer support worker team.
12. Robinson Manufacturing/Kezar Falls Woolen continues to slowly downsize due to the effects of foreign competition. The outlook is not promising. These affiliated firms are in labor markets with limited job opportunities. Much support will be required in terms of outreach and the provision of readjustment services thereafter.
13. This category represents anticipated layoffs for an unnamed firm in Lewiston, Maine (2 PSWs/12 months), Eastern Fine Paper (2 PSWs/6 months), and Lincoln Pulp and Paper (1 PSW/6 months) – plus additional layoffs at existing targeted sites.

REQUIRED SERVICES/DESCRIPTION OF EXISTING PLANNING AND INTERVENTION

Project Planning — Significant Community and Stakeholder Involvement

For approximately the past eight months, a broadly representative Central Maine Dislocated Worker Community Task Force has convened more than a dozen times to address the issue of major worker dislocations within Central Maine and vicinity. Initially convened to address the specific plight of laid off workers from the Carleton Woolen Mills facilities in Gardiner and Winthrop, the Task Force quickly became concerned about the continuing spiral and sheer magnitude of the recent, ongoing and anticipated manufacturing layoffs throughout the region. Chaired by State Senator Sharon Anglin Treat (Gardiner) and State Representative Patrick Colwell (Gardiner), this group includes representation from the Maine Department of Labor; the Kennebec Workforce Development Center; additional elected officials from both state and local government; the offices of U.S. Senator Olympia Snowe, U.S. Senator Susan Collins, and Congressman Tom Allen; the Maine AFL-CIO; the national AFL-CIO (Maine and Northeast regional offices); the Central Maine Central Labor Council; the United Paperworkers International Union (now the Paper, Allied-Industrial, Chemical and Energy Workers International Union, or PACE); the Union of Needletrades, Industrial and Textile Employees (UNITE!); the Maine Center for Economic Policy; the United Way; area adult education agencies; and additional entities from time to time.

Through its work and analysis, this active and "hands on" Task Force became particularly concerned about the numbers of workers who appeared to be "falling through the cracks" of the workforce development system due to the workers' fears of dealing with government bureaucracies and the system's inability to find and communicate with many of the impacted workers. These findings led to a unanimous decision to develop this unique National Reserve Account grant application which is designed to address multiple dislocations *with a single, coordinated, worker-led outreach program* and to look both backward and forward in time for workers in dire need of basic readjustment and/or retraining services.

Worker Involvement as an Essential Project Element

The core of the Task Force's outreach strategy is the intensive deployment of peer support workers — who themselves must be workers who have been dislocated as a result of each of the targeted layoffs — who will work as a coordinated dislocated worker outreach team, under the direction of a Peer Support Coordinator employed by the Maine AFL-CIO.

Armed with: (1) first-hand familiarity with their co-workers and their plight; (2) existing worker survey information; (3) lists of impacted workers supplied by the unions or employers; and (4) participation data from all rapid response sessions held to date, these peer support workers will have the responsibility of making personal contact with each worker. They will attempt to help all workers who are not known to be re-employed in sustainable, living-wage employment or currently enrolled in readjustment or retraining activities. The complete client service process is described in more detail below. Additionally, the survey instruments included in Appendix B outline the types of information gathered or *to be compiled* from the worker populations that the peer support workers represent.

The Maine AFL-CIO is the statewide Labor Federation which encompasses almost all of the Local Unions within the state of Maine — including all of the 17 Local Unions and the 1,800+ laid off unionized workers from the Union of Needletrades, Industrial and Textile Employees (UNITE!); the Paper, Allied-Industrial, Chemical and Energy Workers International Union (PACE/formerly the United Paperworkers International Union); the United Food and Commercial Workers (UFCW); the International Brotherhood of Electrical Workers (IBEW); the Office and Professional Employees International Union (OPEIU); the International Association of Machinists and Aerospace Workers (IAM), the United Brotherhood of Carpenters and Joiners of America (UBC); and the International Brotherhood of Firemen and Oilers/SEIU (IBFO) who have been targeted by this project.

Overall, the Maine AFL-CIO is an organization that represents approximately 65,000 union members (encompassing 189 affiliated Local Unions) and that also serves as an overall voice for Maine's workers and working families in the legislative and policy-making arenas. Therefore, the Maine AFL-CIO's key role in coordinating and overseeing the peer support and worker outreach component of this project absolutely ensures the ongoing involvement of the impacted workers and their individual unions in project planning, implementation, and assessment. Both the Maine AFL-CIO and the project's impacted unions, as well as the Central Maine Labor Council and AFL-CIO Community Services Representatives, have been part of the Community Task Force and the project's planning process from the outset. The inclusion of this "worker voice/worker involvement" component is one of the unique strengths of this particular proposal. By putting their full support and existing communications and worker advocacy networks behind this dislocated worker service effort, the Maine AFL-CIO and its affiliated unions bring a credibility and worker outreach capacity to this

project that the Maine Department of Labor and its Career Centers simply could not achieve without this partnership. *(See union support letters in Appendix A verifying this organizational commitment.)*

Early Intervention Activities That Have Already Taken Place

As outlined in Tables 1 and 2 on pages 7 and 8, the Maine Department of Labor Bureau of Employment Services and its rapid response partners from the Maine AFL-CIO and appropriate Career Centers have, during 1998 and early 1999, held 40 rapid response or TAA informational sessions that encompassed 10 of the targeted layoff events. Table 3, on page 9, provides further information about what is known about the targeted workers in terms of how they have connected with the employment and training system.

A first task of the peer support workers under this project will be to reach out to all those who did not participate in these rapid response or TAA informational sessions or who otherwise have not found their way into the workforce development system. In anticipation of beginning this task, the cooperating unions, employers and Maine Department of Labor offices have been working collaboratively to compile complete name, address and telephone lists of this group of workers.

As an additional early intervention step while this comprehensive project was being developed, the Maine Department of Labor provided interim funding, through its state Rapid Response allocation, to immediately deploy first two and then a third peer support worker to address the dislocations at the Carleton Woolen Mills in both Gardiner and Winthrop. This action was taken at the specific and unanimous request of Senator Treat's and Representative Colwell's Community Task Force. More recently, on February 1, 1999, the Maine Department of Labor added an additional four peer support workers (three from PACE, and one from the UBC) to address the layoffs at Mead Paper in Rumford and at SAPPI in Westbrook (two workers at each site). Further, as of this writing, the Maine DOL has provided some short-term, interim support to the Maine AFL-CIO to facilitate the immediate hiring of a Peer Support Coordinator who will coordinate and oversee the work of the seven existing peer support workers focused on Carleton Woolen Mills, Mead, and SAPPI as well as four additional peer support workers from UNITE! (retained under U.S. DOL Grants #NOO 23-97-02 and #NOO 23-97-05) who are addressing the significant dislocation caused by the closing of Bridgton Knitting Mills/Malden Mills in Bridgton, Maine.

These immediate interventions have been taken to ensure that laid off workers do not continue to "fall through the cracks" as this comprehensive project is being developed and this grant application is being processed. These short-term interventions are also designed to ensure that there is a coordinated, high quality approach to the utilization of peer support workers and to ensure that the rank-and-file workers charged with addressing individual dislocations work with, train with, and learn from one another as part of a linked peer support worker network.

DESCRIPTION OF THE TARGETED WORKFORCE: WHO WILL BE SERVED BY THIS PROJECT?

Worker Profile — A Snapshot

A "snapshot" of the workers impacted by the plant closings referenced here is provided by a recent survey of workers at the Carleton Woolen Mill in Gardiner, conducted by the Maine AFL-CIO and UNITE! (*see summary on page 14*). The unions' survey reveals a pattern of workers who moved from one manufacturing job to the next over the past 25 years as plant doors closed behind them. In a number of cases, both spouses have experienced multiple plant closings. One respondent stated that since the early 1970's she had experienced five plant closings — three shoe factories, one poultry plant, and a textile plant. Her husband had experienced four closings — two shoe factories, one poultry plant, and one textile plant — during the same period. For the Carleton workers, and others like them in central Maine, this pattern may be at an end because there are no more shoe, textile or similar production facilities to which they can turn. (*A copy of the survey instrument the Maine AFL-CIO has used to compile information on unionized dislocated workers is included in Appendix B.*)

It will be difficult, if not impossible, for the Carleton Woolen Mill workers, and others similarly dislocated, to find new manufacturing jobs given the cumulative impact of manufacturing job loss in the past five years. For the majority, this will mean little or no hope of finding work paying wages even close to the average \$10 per hour, plus a decent benefit package, that they received at their (typically unionized) workplaces — *unless they receive retraining*.

The Carleton survey demonstrates the critical need for retraining for this group of workers. Nearly a quarter of those losing their jobs did not have a high school diploma or GED. Many had little or no work experience outside of the manufacturing sector. 22% were 50 years old or older, and half had dependents under 18. Only two percent of respondents who reported that they were laid off in the

last 10 years had participated in a retraining program.

Although actual data is not available, it appears that many of those laid off from the textile plants in this area were women, and a significant number are single parents. Two-thirds of the women who remained working at Cascade in 1997 were single heads of households.

These individuals are at particularly high risk of falling into poverty without retraining. 63% of Maine female-headed households with children under five live in poverty. Kennebec and Somerset counties are both relatively rural counties where poverty is generally higher, particularly among women and single parent households. Both counties have high rates of child poverty, at 17.2% and 23.7% respectively.

Additionally, the National Institute for Literacy reports that nearly one in six Maine adults cannot read or write well enough to fill out a job application or read a street map. Initial data indicates that, unfortunately, a number of dislocated workers from the now-closed targeted mills fall within this category.

A "Snapshot" of Laid Off Workers From Carleton Woolen Mills, Gardiner

Age

Average age 40 years
78% under 50
22% 50 or older

Gender

43% women; 57% men

Dependents under 18

49% have dependents under 18

Education

24% less than 12 years
65% 12 years
11% more than 12 years

Wage at plant closing

Average wage at the time of plant closing: \$10.07

Number of permanent layoffs or plant closings in the last 10 years reported by respondent

69% experienced *one* permanent layoff or plant closing
29% experienced *two*
2% experienced *four*

Total number of permanent layoffs or plant closings reported by respondent

58% experienced *two* permanent layoffs or closings
30% experienced *three*
7% experienced *four*
2% experienced *five*

Number of families in which both spouses experienced closings in the last 10 years

14% of families (6 out of 42) reported that both spouses experienced closings in the last 10 years.
Of those in which both spouses experienced closings,
33% experienced 2 closings; 17% experienced 3;
17% experienced 4.

Total number of individuals who were retrained after being laid off in the last 10 years

2% (1 out of 42 respondents) were retrained after being laid off in the last 10 years. This person had been laid off 4 times. She was trained through TRA in heating technology and did not get a job in the field she was trained for.

Targeted Worksites and Projected Numbers to Be Served

The three components of this project, collectively, propose to cover 13 worksites in which

2,038 workers have lost their jobs between July 1, 1997 and January 22, 1999 (*see the detailed listings in Tables 1 and 2 on pages 7 and 8*). During the life of this project, an additional 425 layoffs are expected at either these sites or approximately three additional sites. The targeted worksites include the following:

Component I: Central Maine "Reach-Back" Component

- Cascade Woolen Mill, Oakland
- Tree Free Fiber, Augusta
- Kimberly Clark, Winslow
- Carleton Woolen Mills, Gardiner
- Irving Tannery, Hartland
- Eastland Shoe, Fryeburg (this is outside Central Maine)

Components II and III: Current Layoffs/Anticipated Layoffs

(Note: Several current layoff events are known or anticipated to be the "tip of the iceberg" with greater numbers to follow in the coming months or year.)

- Carleton Woolen Mills, Winthrop
- Mead Paper Company, Rumford
- SAPPI, Inc. (pulp and paper), Westbrook
- SCI Systems (electronic components), Augusta
- Georgia Pacific (2 divisions/pulp and paper), Baileyville
- Robinson Manufacturing/Kezar Falls Woolen, Oxford and Kezar Falls
- Other/not publicly acknowledged at present

Based on a combination of informal communication mechanisms and clear at-risk signals in several sectors, it is readily apparent that Maine's textile and wood products job hemorrhaging is slated to continue throughout 1999 and beyond, even though official layoff or closing announcements have not yet been made. Therefore, as indicated above, approximately three additional worksites (*note the "other" category*) — in which significant job losses are anticipated within the next 6-12 months — will also be targeted. This targeting will be based on a variety of factors, including the following:

- Generally, the layoff includes a population of 50 or more hourly workers;
- The layoff is in the manufacturing/production sector;
- The workforce demographics indicate that the impacted workers may be at high-risk of being intimidated by, or "falling through the cracks" of, the workforce development system (despite the best efforts of the system to be responsive and user-friendly);
- There are worker-involvement or worker advocacy mechanisms in place which facilitate the establishment of a credible peer support worker outreach system.

It should be noted that this proposal does not encompass a possible massive industry-specific, community-specific closing or layoff within the pulp and paper sector. If this occurs, a separate grant application will need to be filed which addresses this particular devastating occurrence.

The Tables on pages 7 and 8 list each known targeted worksite/workforce and include information about the layoff dates and numbers of workers laid off, the unions involved, TAA/TRA certification, and when rapid response sessions were held for the impacted workers. The targeted worksites encompass a total of 2,038 already-dislocated workers 1,450 of whom are not known to have been “touched” by the system at all. Additionally, 425 more layoffs are anticipated. Of these totals, it is projected that 940 will respond to the project's outreach efforts and will need/want basic readjustment support from peer support workers and professionals within the workforce development system (including job search assistance without retraining). It is also estimated that 602 will need retraining services in order to find suitable, family-sustaining employment that adequately utilizes their skills and abilities. Within each of these groups, a number of workers will also need remedial or basic skills services such GED preparation and, in some cases, English-as-a-second-language services. *(Note: The number of projected participants is higher for the more recent layoffs and decreases with the "age" of the layoff event.)*

Table 4 on page 17 indicates the project planners' best efforts to provide projections, by worksite, of the service needs of the targeted worker populations. The numbers listed are approximate and may vary slightly from worksite to worksite based on unique needs of the targeted population. Overall, however, the stakeholders are comfortable with the service projection totals included in this proposal.

Table 4
Maine Dislocated Worker Outreach Project
Service Projections

Targeted Layoff (*** Layoffs at these sites are continuing)	# of Impacted Workers	Workers With "Unknown Status" Requiring Outreach	# Projected to Be Served Through This Project Based on Unmet Need		Peer Support Workers Required	
			Outreach Services, Readjustment or Other Support Services (without retraining)	Retraining	Number	Months
Cascade Woolen Mills Oakland, Maine	125	82 (65%)	50	20	2	9
Tree Free Fiber Augusta, Maine	140	113 (81%)	68	25	2	9
Kimberly Clark Winslow, Maine	468+	285 (61%)	170	71	3	12
Carleton Woolen Mills Gardiner, Maine	129	185 (55%)	101	75	3	18
Carleton Woolen Mills*** Winthrop, Maine	195+*					
Irving Tannery Hartland, Maine	48	42 (88%)	25	15	1	6
Eastland Shoe Fryeburg, Maine	137	103 (75%)	45	35	1	9
Mead Paper Company*** Rumford, Maine	107+*	91 (85%)	50	36	2	9
SAPPI, Inc. (pulp & paper)*** Westbrook, Maine	116*	103 (89%)	51	41	2	9
SCI Systems, Inc.*** Augusta, Maine	290	215 (74%)	75	47	2	9
Georgia Pacific*** Softwood Division Baileyville, Maine	56*	49 (88%)	50	45	2	24
Georgia Pacific*** Strandboard Division Baileyville, Maine	92*	81 (88%)				
Robinson Manufacturing*** Oxford, Maine/ Kezar Falls Woolen Mill Kezar Falls, Maine	135	101 (75%)	45	22	1	12
Subtotal	2,038	1,450	730	432	21	Average 12
Other*** (This includes additional layoffs at the sites listed above and new sites)	425 (projected)	425	210	170	5	9 (average)
Total	2,463	1,875	940	602	26	Average 12

*** Additional Workers included under "Other"

The Efficacy of the Project's Service Priorities and Strategies

This project will have multiple outreach strands and will focus on reaching unemployed, underemployed or temporarily-employed dislocated workers in each of these categories described below:

- Workers from targeted dislocations which took place up to approximately 21 months prior to the project start date (e.g. July 1, 1997 or later) who never entered the workforce development system or who made an initial contact and then dropped out without entering re-training or finding suitable replacement employment and who still are in need of training or re-employment services.
- More recently dislocated workers from targeted worksites who remain unemployed or are in temporary, short-term, part-time or low wage jobs who are in need of training or re-employment services.
- Workers who are laid off during the life of this project who are from specific worksites targeted by project stakeholders.

As emphasized above, the applicants readily acknowledge that it is unusual to propose "reaching back" to a dislocated worker population more than four months after the job separation. However, based on continuing union and community contact with a number of impacted workers, the planners unanimously conclude that (1) a number of these workers are still very much in need of a variety of readjustment and re-employment services; and (2) too many of these workers had no "rapid response" introduction to the system at all, never connected with the system after an initial rapid response contact, or dropped out of the system after some early contact. Knowing that workers in need are still "out there," the project's applicants believe it would be unconscionable to ignore them just because the layoff is "old" or the workers are considered "hard to reach."

Therefore, in addition to the critical task of addressing the current layoffs at Carleton Woolen Mills, Mead Paper, SAPPI, SCI, and other locations, a significant component of this project involves (1) reaching back to similarly situated workers who have "fallen through the cracks;" and (2) embarking on a creative and concerted effort to connect with these workers individually and to make the workforce development system's services available, accessible, and inviting to them. These challenging tasks are made do-able through the key project strategy of building on the existing worker networks and communications mechanisms of the Maine AFL-CIO and its affiliated unions (of which 75% of the targeted workers are or were members).

The key ingredient in implementing such an intensive outreach effort successfully is the use of peer support workers. The project's peer support workers will be *required* to be from among the targeted laid off worker population. Typically, as union members or workplace leaders or stewards, peer

support workers already are known to the targeted worker population and thus can establish a rapport and credibility not easily attained by "strangers" from the workforce development system. Further, the Maine AFL-CIO will spearhead and administer the bulk of the peer support component to ensure that all peer support workers receive common training, oversight and other coordination and support. **The AFL-CIO role in recruiting, selecting, training and overseeing the peer support workers guarantees that all available union communications and PR mechanisms will be accessible to support the project's worker outreach activities.**

In short, union involvement and the use of peer support workers will make it possible for this unique project to be effective both in addressing multiple worksites and dislocations and in reaching back to unserved workers who have been laid off since July, 1997. The use of this service strategy clearly dovetails with the National Governors Association's own findings and recommendations about successful strategies for enhancing the reach and the effectiveness of the workforce development system. *(See reference on page 6 of this narrative).*

The Need For Additional Target Group Data

As described throughout this narrative, the applicants have compiled a significant amount of data on the dislocated worker population targeted for this project. However, much of the detailed information about the targeted workers is still anecdotal or incomplete (in that many workers have never touched the system at all and thus have not completed surveys or questionnaires from either the union or the career centers). For example, the information provided by the laid off Carleton Woolen Mills workers in Gardiner is extremely helpful and provides a poignant snapshot of the plight of these workers, but responses exist from only 42 of the 129 dislocated workers (33%). Therefore, as a critical first step in launching this unique outreach and service delivery project successfully, the Maine AFL-CIO and several other stakeholders have just recently conducted – and are in the process of compiling results from – a much more intensive survey of a broad sample of targeted workers. A copy of this comprehensive survey instrument is included in Appendix B.

The Maine AFL-CIO partnered with the Maine Center for Economic Policy, a nonprofit research organization, and Market Decisions, a respected Maine polling firm, to design and administer this survey to 300 workers randomly selected from the union lists of laid-off workers from Carleton Woolen Mills, Cascade Woolen Mills, Kimberly-Clark, Statler Tissue Company, and Tree Free Fiber Company in order

to develop a fuller picture of the experience of these laid-off workers with re-employment, training, and living standards since their layoffs. The survey results are currently being tabulated. An initial review indicates that the contacted workers provided richly detailed data about their experiences, successes, and challenges and continuing readjustment and re-employment needs. After assembling, cross-tabulating and publishing initial results, the partners are proposing to conduct a re-survey of respondents a year later to better understand the longitudinal experience as workers put these layoffs further behind them.

Because the worksites targeted by this project are part of a continuing pattern of worker dislocations which are battering the state of Maine, the information compiled in the survey and re-survey described above will significantly inform not just this project but the State's workforce development system as a whole. Such a longitudinal study should provide important data on how Maine's working families are faring in a climate of continuing loss of good jobs. The results should also contribute to the continuous improvement of the workforce development system designed to assist these workers as well as shape the economic development strategies being pursued by the state and its localities. Therefore, this worker survey is an important foundation for the overall project.

ANALYSIS OF LABOR MARKET CONDITIONS

Over 3,900 workers in central Maine have lost their jobs in the last five years through plant closings or major layoffs, and these dislocations have affected multiple generations and multiple members of the same families. In sharp contrast to the prosperity evidenced by apparently "full employment" and rising average personal incomes in many areas of the state and the nation, many families in communities like Gardiner, Augusta, Waterville, Winslow and Oakland, are not enjoying an economic boom. They are struggling with the severe human and economic consequences that result from the loss of one or several major employers. Many workers who have spent their working careers in manufacturing are unemployed and unsure of their future.

"Everybody's life has been turned upside down," said one laid off Carleton Woolen Mills worker. "Nobody has a handle on what is going to happen." In the last five years there have been over 50 major layoffs or plant closings in Kennebec County alone. Reflecting national and statewide experience, the majority of these job losses were in the manufacturing sector. Towns such as Winslow and Oakland, which are adjacent to one another, have been devastated after losing their major employers and over 600 good jobs — Cascade Woolen Mill in Oakland and Kimberly Clark in Winslow. Prior to these closings,

each company had been in continuous operation for over a century. Manufacturing jobs in Maine during this period paid wages averaging \$8 to \$15 per hour. Furthermore, the majority of these plants were unionized, offering significantly higher wages and benefits than other area employers. Hard hit by these job losses, large sections of the central Maine area now meet the definition of a labor surplus area, meaning that the unemployment rate in these areas exceeded the national average by at least 20% in the last 24 months.

While raw numbers alone may indicate that the overall labor market picture in Maine and the central Maine region is relatively good, the human reality is that many workers have suffered and are still suffering a downward spiral. There are large geographic and sectoral disparities between where the work is, how much of it represents sustainable living wage employment, and the skills sets and current residence of the workers who now need replacement work.

The 3,900 primarily blue-collar workers referenced above have been displaced from jobs in textile, apparel, paper, and electrical component manufacturing. Projections recently published by the Maine Department of Labor — as depicted in Table 5 below — indicate that employment in most of these industries is likely to continue the long-term pattern of decline that has been ongoing for many years. (The number of jobs in the electrical and electronic equipment industry is not expected to change significantly on a statewide basis. Growth in the Portland area is expected to offset losses in most other regions of the state.)

Table 5
Statewide Industry Employment Projections for the 1996 to 2006 Period

Industry	Average Annual Employment		Change	
	1996	2006	Net	Percent
Total Employment	620,297	682,481	62,184	10.0%
Manufacturing	88,340	82,886	(5,454)	-6.2%
Textile Mills	4,747	3,829	(918)	-19.2%
Apparel Products	2,113	1,864	(249)	-11.8%
Electrical & Electronic Equipment	7,577	7,579	2	0.0%
Paper Products	14,711	13,530	(1,181)	-8.0%

Many of these workers targeted by this project are finding that the skills they accumulated through years of experience operating textile machines, garment sewing, assembling computer circuit boards, and other functions are not in demand in growing industries such as finance, insurance, recreation, business services, and health care.

Making things more difficult for displaced workers is the fact that most job growth is in two areas: white-collar managerial, professional, or technical occupations that generally pay well, offer benefits, and a full-time work schedule; and sales or service occupations that are more likely to offer low pay, few benefits, and part-time work schedules. Many of the displaced blue-collar workers are not able to land a job in a managerial, professional, or technical occupation because most require post-secondary education or training. As a result, many are forced to settle for a low skill, low pay retail or service job.

This situation is unlikely to change in the foreseeable future. The Department of Labor's occupational employment projections (*see Table 6 below*) indicate that the number of jobs in production, craft, repair, operating, and fabricating occupations is likely to grow only slightly during the 1996 to 2006 period. Furthermore, many of the blue-collar occupations that are likely to experience job growth through 2006 do not make use of the skills textile, paper, apparel, and electrical component manufacturing workers possess.

Table 6
Statewide Occupational Employment Projections for the 1996 to 2006 Period

Occupational Group	Average Annual Employment		Change	
	1996	2006	Net	Percent
Managerial & Administrative	45,467	51,811	6,344	14.0%
Professional, Paraprofessional, & Technical	125,375	146,430	21,055	16.8%
Sales & Marketing	71,032	78,459	7,427	10.5%
Clerical & Administrative Support	90,498	95,208	4,710	5.2%
Service	108,895	126,781	17,886	16.4%
Agriculture, Forestry, & Fishing	18,533	18,029	(504)	-2.7%
Precision Production, Craft & Repair	74,459	76,995	2,536	3.4%
Operators & Fabricators	85,942	88,675	2,733	3.2%

Department of Labor staff are currently working on sub-state employment projections. While specific industry and occupation projections are not yet available for the various regions of the state, it is clear that the trends described above are occurring throughout the state. Furthermore, preliminary projections indicate that employment in the central region of Maine is expected to grow at about half the statewide rate of ten percent in the 1996 to 2006 period.

**Projected Employment Growth by Region
for the 1996 to 2006 Period (Preliminary)**

Area	Projected Total Employment Growth
Statewide	10.0%
Central Maine Region	5.0%

A more detailed listing of Maine's projected job growth between 1996 and 2006, by occupational title – and the education or training requirement for entry into such positions – is included as Appendix D.

Special Concern Regarding Maine's Paper Industry

Maine's employment base has a heavy concentration in the paper mills sector, which is the most capital intensive sector in the state. Specifically, the sector includes pulp mills, paperboard mills, paperboard containers and boxes, and converted paper and paperboard products. Historically, this sector has been a stronghold for steady employment, offering a variety of jobs at high wages and very good benefit and retirement packages. In fact, the paper sector pays its employees the highest average annual wage of any industry in Maine. Employment levels in this sector fluctuated very little during the two decades ending 1990. Since that time, however, Maine has experienced roughly a 15% *decline* in the sector's employment level, while the nation as a whole experienced a relatively minor 1% overall job loss.

To survive and maintain market share and profitability, this sector has had to invest huge amounts of money for technological innovation purposes. These huge investments for higher productivity gains, however, have not proved to be fruitful in a current market where the demand for paper products has dropped off, foreign competition is stiff, and prices have cheapened. Literally, in

this past year, every paper mill in Maine has experienced some form of employment loss – either temporary or permanent – and the outlook for employment stability is *not promising*. From Georgia Pacific having layoffs at all of its divisions, to Mead Paper and SAPPI laying off over 100 workers each, to Champion International having a one-week shutdown (affecting some 1,100 workers), to Eastern Fine Paper extending temporary layoffs for upwards to three months – clearly, these are unprecedented events for the state.

Beyond the current layoffs, over the longer term, Maine's heavy concentration in the paper mills sector is expected to contribute to further gradual declines in the level of Maine employment. The employment forecast through 2010 is for Maine to average an annual rate of *decline* of -0.3%, while the national sector is forecast to experience a modest +0.3% average annual rate of increase.

With current and forecasted conditions being negative, having a network of peer support workers to provide outreach and to connect with affected paper makers and others losing related jobs is absolutely critical. The difficult challenge of transitioning to new jobs (at lower wages) faces the affected workers; yet, without the help of peer support workers and the Maine Department of Labor and its partner agencies, that challenge will be even greater.

THE CLIENT SERVICE PROCESS

The basic "action steps" in this project, some of which will be simultaneous, include the following:

- (1) Compilation of an accurate listing (with current contact information wherever available) of all laid off workers – by targeted worksite/layoff event.
- (2) Compilation of information on which targeted workers are enrolled in workforce development system services or have completed such services (including information on TAA/TRA certifications).
- (3) The conduct of a worker survey – with an attempt to reach each targeted worker.
- (4) One-to-one outreach (by mail, telephone or home visitation) to each targeted worker by the appropriate peer support worker.
- (5) Enrollment in system services (individualized or group) for all eligible workers still in need of such services – including assessment, basic skills, GED and job readiness support, social services referral, re-employment planning, job search assistance, on-the-job placement, or retraining support.
- (6) Ongoing support and individualized contact with peer support workers through all phases of an individual worker's involvement with the workforce development system.

- (7) Ongoing training and staff development for peer support workers as well as joint training and team-building for peer support workers and Career Center and related workforce development system staff.
- (8) Individualized follow-up and post placement contact with participating workers (to assist with project assessment and evaluation).

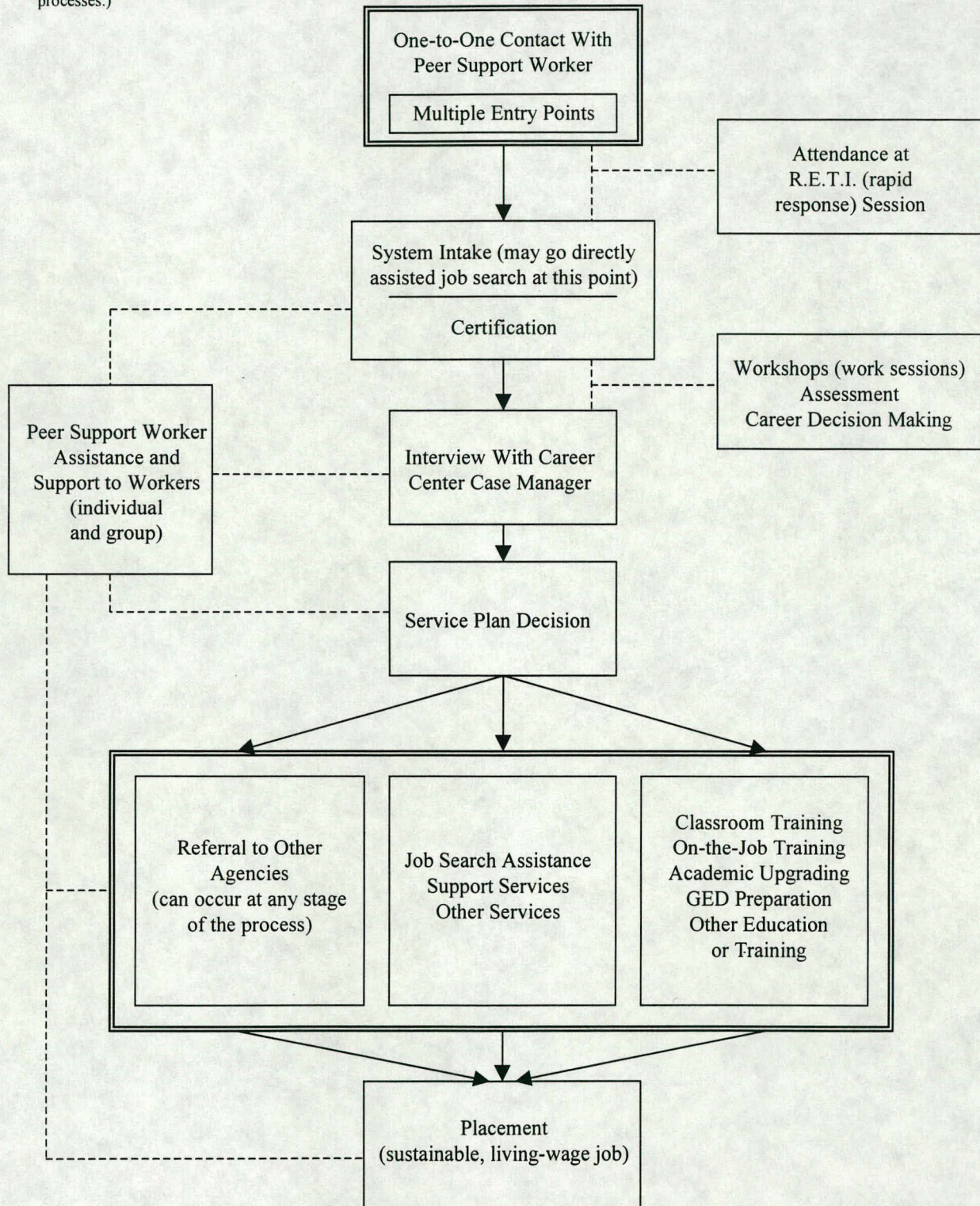
Table 7 on page 26 provides a client services flow chart for the project's outreach and individualized service processes. The entire philosophical and programmatic underpinnings for this project, embraced by all project partners, assures that individualized services and choices will be encouraged and respected.

The outreach efforts of the peer support workers are key to the effective implementation of the project's proposed activities and services. Because of that, representatives of the Maine Department of Labor/Bureau of Employment Services and the Maine AFL-CIO and its affiliated unions, with assistance from the AFL-CIO's Human Resources Development Institute (recently renamed as the Working for America Institute), have spent a considerable amount of time working collaboratively to outline the basic principles and operating procedures that should govern any dislocated worker peer support project.

Those project principles are included as part of Appendix C in a document titled *A Template for Implementing Peer Support Worker Initiatives As part of the Maine Workforce Development System*.

Table 7
Maine Dislocated Worker Outreach Project
Client Services Flow Chart

(NOTE: This flow chart reflects the steps typically taken by new entrants to the workforce development system. Impacted workers who are re-entering the system or are being served by the Central Maine "reach-back" component may be involved in slightly different steps or processes.)



NEEDS RELATED PAYMENTS AND RELOCATION/OUT OF AREA JOB SEARCH ASSISTANCE

Most of the workers separated from the targeted firms will be eligible for at least 26 weeks of basic TRA benefits as long as they are used within the 2-year eligibility period. This period begins either on the date of separation or the date of TAA certification. Under NAFTA, the rule is different and more restrictive. Workers certified for NAFTA must be enrolled in training within 16 weeks of separation or 6 weeks of certification or they will lose all TRA allowances. No other needs related payments benefits are included in this project budget. Those individuals who have not used the TRA benefits within the eligibility period and have exhausted their regular state unemployment insurance may not have any remaining eligibility for subsistence payments. Also, those individuals who did not apply for TAA training within 210 days of separation or 210 days from the certification date, are not eligible for additional TRA benefits. Employment plans for dislocated workers who cannot obtain subsistence payments will incorporate complementary strategies such as apprenticeship, on-the-job training, and other appropriate alternatives (i.e. Pell Grants) to provide a means of income while in training. Relocation and out-of-area job search assistance allowances will be provided in individual cases as needed, under the provision of TAA or NAFTA.

THE MANAGEMENT PROCESS

The Maine Department of Labor will be the grantee for this project, and its Bureau of Employment Services will administer and oversee all project operations and subcontracts. The Director of the BES Field Services Division, Tim McLellan, will serve as overall project administrator and point of contact for the project's key partners.

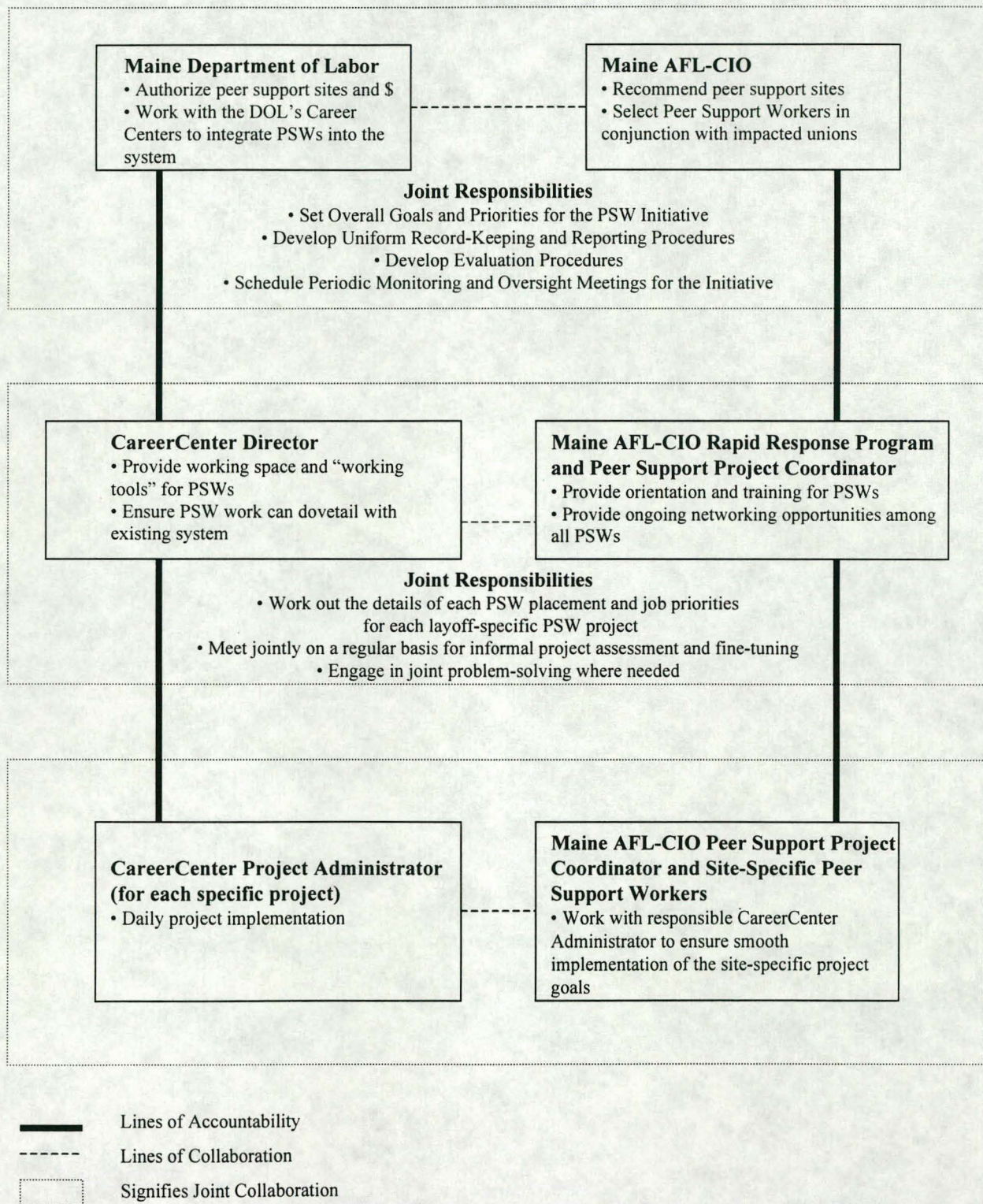
A major component of the project will be the hiring of peer support workers to undertake the outreach, tracking and follow-up for all targeted workers who participate in project activities, in coordination with the appropriate One Stop CareerCenter, based on the worker's residence (or place of employment upon layoff). The Maine DOL/BES proposes to contract directly with the Maine AFL-CIO to hire and oversee a Peer Support Coordinator and all of the peer support workers who come from the unionized workplaces targeted by this project. *(The role of the Maine AFL-CIO and its Peer Support Coordinator as a support system for the several peer support workers who come from the four targeted non-unionized settings will be determined by the Maine DOL/BES based on the specific needs and circumstances of each of those layoff events.)* As the one entity in the state that already has an

official organizational relationship with all 17 Local Unions which are impacted by the targeted layoffs, the Maine AFL-CIO has an existing structure appropriate for coordinating such a worker outreach effort that cannot be matched by any other organization within the state of Maine. Further, based on the performance of past and current contracts between the Maine Department of Labor and the Maine AFL-CIO for rapid response services and related activities, BES is assured that the Maine AFL-CIO has the managerial and accounting structures capable of administering such a subcontract. The state AFL-CIO will also be supported by its affiliated Central Maine Labor Council in the central Maine "reach-back" effort, by its affiliated Greater Portland Federated Labor Council for the project's southern Maine outreach activities, and by the two AFL-CIO United Way Labor Liaisons working out of Portland and Bangor.

Unless specific circumstances warrant some other approach for a particular layoff event, the peer support workers from unionized settings will become Maine AFL-CIO employees for the duration of their peer support employment. The project's partners agree that it is essential to have one Peer Support Coordinator facilitating the entire AFL-CIO component of the project to ensure a cohesive and uniform approach to peer support worker training, oversight, staff development, performance standards, and reporting. Except where a layoff's demographics (size or distance from an operational One Stop CareerCenter) require a separate "worker center" or a satellite outreach site, it is expected that most peer support workers will be housed within a One Stop CareerCenter facility. The CareerCenters are committed to making their full support and infrastructure available to these peer support workers.

Project partners have devoted considerable planning time to a thoughtful analysis of the most effective project structure, job responsibilities, oversight procedures, and lines of accountability, and have designed a fully collaborative managerial model endorsed by all parties. Table 8 on the following page depicts the agreed-upon communications lines and partner roles and responsibilities for this outreach project. These roles and responsibilities are further described in Appendix C. Additionally, the Bureau of Employment Services and the Maine AFL-CIO have devoted considerable effort to crafting very specific job descriptions for the peer support workers and the Peer Support Coordinator who are the lifeblood of this project. The job description development process specifically included the solicitation of input and feedback from the individuals currently serving in a peer support capacity for several existing layoffs. Those job descriptions are included in Appendix C.

Table 8
Maine Dislocated Worker Outreach Project
Peer Support Component
Project Partners and Responsibilities



COORDINATION AND LINKAGES

As this narrative describes, this project is the product of extensive coordination and collaboration among a vast number of government, community and workplace partners. While the Maine Department of Labor maintains overall administrative and management responsibility for the project, very significant project roles have been defined for the Maine AFL-CIO and its affiliates who are impacted by this project and for the One Stop CareerCenters which are either operated by or contractors of the Maine Department of Labor. Throughout the project, the existing CareerCenters (whether in central offices or satellite locations) will remain the focal point of actual intake and readjustment or retraining services, and it will be the responsibility of all partners to ensure that the peer support worker outreach component is well integrated into this existing employment and training system. To maintain the strong community linkages which this project has already enjoyed in its planning stages, the Community Task Force participants who initially conceived of this comprehensive project will remain actively involved in project implementation. Generally, they will do so in their appropriate organizational, agency, or elective leadership roles (*see Task Force support letter in Appendix A.*)

The *Client Services Flow Chart* (Table 7 on page 26) and the *Roles and Responsibilities chart* (Table 8 on page 29) both provide a clear picture of the coordination and linkages among a number of stakeholders, especially during the direct service delivery process.

IMPLEMENTATION PLAN

Table 9 outlines the project's timeline, activities, and responsible partners. Tables 10 - 21 provide timeline, activity and responsible partner information specific to each targeted worksite. These goals and timetables may be subject to some modification depending on the exact nature of the now-pending or anticipated layoffs that occur during the start-up and intermediate phases of the project.

Maine Dislocated Worker Outreach Project

Implementation Timetable

Table 9
Maine Dislocated Worker Outreach Project

27-Month Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

[illegible]

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

[illegible]

Table 12
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: Kimberly Clark		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, Augusta CareerCenter	→	→	→	→																							
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions	→																										
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed	→	→																									
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the Augusta CareerCenter.	Augusta CareerCenter, in consultation with the Maine AFL-CIO	→																										
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)	→	→	→	→																							
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Conduct individual worker certification, intake and enrollment activities.	Augusta CareerCenter	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Provide individualized or group assessment service for impacted workers.	Augusta CareerCenter staff, with support from Peer Support Workers	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Develop individual service plan for each enrolled worker.	Augusta CareerCenter staff, with support from Peer Support Workers	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	Augusta CareerCenter, Peer Support Workers, and others as requested	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by Augusta CareerCenter	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Offer group social activities, informal "drop-in" events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, Augusta CareerCenters	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, Augusta CareerCenter	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Undertake job placement activities – for sustainable, living wage jobs.	Augusta CareerCenter staff, with support from Peer Support Workers and other community partners	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, Augusta CareerCenter staff, Peer Support Workers, may include leadership from impacted union		→			→			→			→			→			→			→							
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors																→	→	→	→	→	→						

Table 13
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

[illegible]

Table 15
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: Carleton Woolen Mills		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, Augusta CareerCenter	→																										
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions	Completed																										
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed	Completed																										
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the Augusta CareerCenter.	Augusta CareerCenter, in consultation with the Maine AFL-CIO	Completed																										
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)	→ →																										
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Conduct individual worker certification, intake and enrollment activities.	Augusta CareerCenter	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Provide individualized or group assessment service for impacted workers.	Augusta CareerCenter staff, with support from Peer Support Workers	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Develop individual service plan for each enrolled worker.	Augusta CareerCenter staff, with support from Peer Support Workers	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	Augusta CareerCenter, Peer Support Workers, and others as requested	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by Augusta CareerCenter	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Offer group social activities, informal "drop-in" events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, Augusta CareerCenter	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, Augusta CareerCenter	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Undertake job placement activities – for sustainable, living wage jobs.	Augusta CareerCenter staff, with support from Peer Support Workers and other community partners	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →	→ → → →									
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, Augusta CareerCenter staff, Peer Support Workers, may include leadership from impacted union		→			→			→			→			→			→										
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors																						→ → → →					

Table 16
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: Mead Paper Company		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, Rumford CareerCenter	→																										
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions	Completed																										
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed	Completed																										
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the Rumford CareerCenter.	Rumford CareerCenter, in consultation with the Maine AFL-CIO	→																										
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners	→ → → →			→ → → → →			→ → → → → →																				
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)	→ →																										
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Conduct individual worker certification, intake and enrollment activities.	Rumford CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Provide individualized or group assessment service for impacted workers.	Rumford CareerCenter staff, with support from Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Develop individual service plan for each enrolled worker.	Rumford CareerCenter staff, with support from Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	Rumford CareerCenter, Peer Support Workers, and others as requested	→ → → →			→ → → → →			→ → → → → →																				
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by Rumford CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Offer group social activities, informal “drop-in” events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO	→ → → →			→ → → → →			→ → → → → →																				
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, Rumford CareerCenters	→ → → →			→ → → → →			→ → → → → →																				
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, Rumford CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Undertake job placement activities – for sustainable, living wage jobs.	Rumford CareerCenter staff, with support from Peer Support Workers and other community partners	→ → → →			→ → → → →			→ → → → → →																				
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, Rumford CareerCenter staff, Peer Support Workers, may include leadership from impacted union	→			→			→																				
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors													→ → → → →														

Table 17

Monthly Activity Plan – April, 1999 – June, 2001

(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: SAPPI, Inc.		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, Portland CareerCenter	→																										
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions	Completed																										
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed	Completed																										
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the Portland CareerCenter.	Portland CareerCenter, in consultation with the Maine AFL-CIO	→																										
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners	→ → → →			→ → → → →			→ → → → → →																				
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)	→ →																										
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Conduct individual worker certification, intake and enrollment activities.	Portland CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Provide individualized or group assessment service for impacted workers.	Portland CareerCenter staff, with support from Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Develop individual service plan for each enrolled worker.	Portland CareerCenter staff, with support from Peer Support Workers	→ → → →			→ → → → →			→ → → → → →																				
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	Portland CareerCenter, Peer Support Workers, and others as requested	→ → → →			→ → → → →			→ → → → → →																				
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by Portland CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Offer group social activities, informal “drop-in” events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO	→ → → →			→ → → → →			→ → → → → →																				
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, Portland CareerCenters	→ → → →			→ → → → →			→ → → → → →																				
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, Portland CareerCenter	→ → → →			→ → → → →			→ → → → → →																				
Undertake job placement activities – for sustainable, living wage jobs.	Portland CareerCenter staff, with support from Peer Support Workers and other community partners	→ → → →			→ → → → →			→ → → → → →																				
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, Portland CareerCenter staff, Peer Support Workers, may include leadership from impacted union	→			→			→																				
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors													→ → → → →														

Table 19
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

[illegible]

Table 20
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: Robinson Manufacturing/Kezar Falls Woolen		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, Western Maine CareerCenter	→	→																									
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions	→																										
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed	→	→																									
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the Western Maine CareerCenter.	Western Maine CareerCenter, in consultation with the Maine AFL-CIO	→																										
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)	→	→																									
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Conduct individual worker certification, intake and enrollment activities.	Western Maine CareerCenter	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Provide individualized or group assessment service for impacted workers.	Western Maine CareerCenter staff, with support from Peer Support Workers	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Develop individual service plan for each enrolled worker.	Western Maine CareerCenter staff, with support from Peer Support Workers	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	Western Maine CareerCenter, Peer Support Workers, and others as requested	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by Western Maine CareerCenter	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Offer group social activities, informal “drop-in” events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, Western Maine CareerCenters	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, Western Maine CareerCenter	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Undertake job placement activities – for sustainable, living wage jobs.	Western Maine CareerCenter staff, with support from Peer Support Workers and other community partners	→→→→→→→			→→→	→	→	→	→	→→→→→→→			→→→→→→→→→															
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, Western Maine CareerCenter staff, Peer Support Workers, may include leadership from impacted union			→					→				→															
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors																→	→	→									

Table 21
Maine Dislocated Worker Outreach Project

Monthly Activity Plan – April, 1999 – June, 2001
(See Table 4, Narrative page 17 for numerical service projections)

TARGETED WORKSITE: Other ***		1999 (by month – start date April 5)									2000 (12 months)												2001 (end date June 30)					
Activity	Who Is Responsible ?	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6			Quarter 7			Quarter 8			Quarter 9		
		1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
Develop worksite service goals and priorities.	Maine AFL-CIO/Impacted Union(s) or other worker representatives, CareerCenter																											
Select Peer Support Workers (PSWs) based on specific criteria.	Maine AFL-CIO, in coordination with Impacted Unions						→	→	→	→	→	→	→	→	→	→												
Conduct start-up orientation for PSWs.	Maine AFL-CIO, with other resources as needed						→	→	→	→	→	→	→	→	→	→												
Make all necessary logistical preparations to ensure that PSWs are fully integrated into the appropriate CareerCenter.	CareerCenter, in consultation with the Maine AFL-CIO						→	→	→	→	→	→	→	→	→	→												
Conduct training and facilitate networking opportunities for PSWs to develop their peer support skills and knowledge of the employment and training system.	Coordinated by Maine AFL-CIO, with support from other partners						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Compile an accurate listing (including name, address, telephone) of all targeted laid off workers.	Peer Support Workers, with assistance from other partners (Maine DOL, Union, employer)						→	→	→	→	→	→	→	→	→	→												
Engage in one-to-one contact with each targeted worker, including completing a standardized assessment of each worker's status and needs.	Peer Support Workers						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Conduct individual worker certification, intake and enrollment activities.	Maine DOL CareerCenters						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Provide individualized or group assessment service for impacted workers.	CareerCenter staff, with support from Peer Support Workers						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Develop individual service plan for each enrolled worker.	CareerCenter staff, with support from Peer Support Workers						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Offer group workshops or related readjustment, job search, or other activities for impacted workers.	CareerCenter, Peer Support Workers, and others as requested						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Deliver individual readjustment or retraining services for enrolled workers.	Service Providers, as authorized by CareerCenter						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Offer group social activities, informal "drop-in" events, and other activities designed to facilitate networking and experience-sharing among impacted workers.	Peer Support Workers, Central Labor Councils, individual unions, and other community groups – as coordinated by Maine AFL-CIO						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Communicate, via direct mail, newsletter, etc. with impacted workers about project services and activities.	Maine AFL-CIO, Peer Support Workers, CareerCenters						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Engage in community-specific PR activities to promote project services and PSW availability.	Maine DOL, Maine AFL-CIO, Peer Support Workers, CareerCenter						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Undertake job placement activities – for sustainable, living wage jobs.	CareerCenter staff, with support from Peer Support Workers and other community partners						→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Undertake quarterly evaluative assessment meetings to review worksite service goals and the need for any fine-tuning.	Maine AFL-CIO, CareerCenter staff, Peer Support Workers, may include leadership from impacted union							→			→			→			→			→			→			→		
Conduct post-placement surveys of impacted workers to assess longer-term, post-service status.	Maine AFL-CIO, with support from Center for Maine Economic Policy and other contractors																						→	→	→	→	→	→

*** Eastern Fine Paper; Lincoln Pulp and Paper; other non-publicized; additional layoffs at existing sites.

Maine Dislocated Worker Outreach Project

Project Budget

LINE ITEM BUDGET JTPA TITLE III (EDWAA)

Combined Project(s), Coordinator, and State Level Administration

Program Year: 1998

Type of Grant JTPA Title III - National Reserve Account

I. ADMINISTRATION

A. Administrative Staff Costs		122,686
1. Salaries	90,756	
2. Cost of Fringe Benefits	31,930	
B. Equipment and Supplies		31,350
1. Equipment		
2. Equipment Maintenance		
3. Materials and Supplies	31,350	
C. Operating Expenses		30,976
1. Rent of building	15,525	
2. Telephone	4,050	
3. Postage	2,700	
4. Travel	1,500	
5. Utilities	2,000	
6. Indirect Costs	5,201	

TOTAL ADMINISTRATION 185,012

II. RAPID RESPONSE

A. Personal Services		0
1. Salaries		
2. Cost of Fringe benefits		
B. Equipment and Supplies		
1. Equipment		
2. Equipment Maintenance		
3. Materials and Supplies		
C. Operating Expenses		
1. Rent		
2. Telephone		
3. Postage		
4. Travel		
5. Utilities		
6. Indirect Costs		
D. Recruitment of Participants		
E. Other: Staff Training		

TOTAL RAPID RESPONSE 0

LINE ITEM BUDGET

JTPA TITLE III (EDWAA)

III. TRAINING

A. Basic readjustment

1,344,119

1. Personal Services

1148527

a. Salaries

861397

b. Cost of Fringe Benefit

287130

2. Equipment

3. Equipment Maintenance

4. Materials and Supplies 1/

48375

5. Rent

6. Utilities

7. Recruitment of Participants

8. Telephone

34725

9. Travel

58,100

10. Postage

29,192

11. Other (Specify): Staff Training

25,200

B. Retraining

0

1. Training Staff Cost

0

a. salaries

b. Cost of Fringe Benefits

2. Equipment

3. Equipment Maintenance

4. Materials and Supplies

5. Rent

6. Utilities

7. Tuition

8. OJT Reimbursement

9. Staff Travel

TOTAL TRAINING

1344119

IV. PARTICIPANT SUPPORT

A. Stipends/Needs Related Payments

B. Other Supportive Services 2/

506000

TOTAL PARTICIPANT SUPPORT

506000

TOTAL GRANT COSTS

2,035,131

1/ "Infrastructure" is required only for the Peer Support Coordinator. Each MDOL CareerCenter in which the PSWs are housed will provide the basic space, equipment, supplies, telephone lines, and other "tools" needed to do their work.

2/ Includes childcare costs of \$416,000 (100 participants @ \$80/wk x 52 weeks), \$30,000 for automobile insurance (100 participants @ \$300/participant), \$35,000 for clothing for interviews (350 participants @ \$100/participant), and \$25,000 for health-related costs (e.g., shots, glasses for 250 participants @ \$100/participant).

LINE ITEM BUDGET

JTPA TITLE III (EDWAA)

State Level Administration

Program Year:

1998

Type of Grant

JTPA Title III - National Reserve Account

I. ADMINISTRATION

A. Administrative Staff Costs

1. Salaries

17,490

25,000

2. Cost of Fringe Benefits

7,510

B. Equipment and Supplies

1. Equipment

2. Equipment Maintenance

3. Materials and Supplies

C. Operating Expenses

1. Rent of building

2. Telephone

3. Postage

4. Travel

5. Utilities

6. Indirect Costs

TOTAL ADMINISTRATION

25,000

II. RAPID RESPONSE

A. Personal Services

1. Salaries

2. Cost of Fringe benefits

0

B. Equipment and Supplies

1. Equipment

2. Equipment Maintenance

3. Materials and Supplies

C. Operating Expenses

1. Rent

2. Telephone

3. Postage

4. Travel

5. Utilities

6. Indirect Costs

D. Recruitment of Participants

E. Other: Staff Training

TOTAL RAPID RESPONSE

0

LINE ITEM BUDGET

JTPA TITLE III (EDWAA)

III. TRAINING

A. Basic readjustment

1. Personal Services

a. Salaries

b. Cost of Fringe Benefits

2. Equipment

3. Equipment Maintenance

4. Materials and Supplies

5. Rent

6. Utilities

7. Recruitment of Participants

8. Telephone

9. Travel

10. Postage

11. Other (Specify): Staff Training

B. Retraining

1. Training Staff Cost

a. salaries

b. Cost of Fringe Benefits

2. Equipment

3. Equipment Maintenance

4. Materials and Supplies

5. Rent

6. Utilities

7. Tuition

8. OJT Reimbursement

9. Staff Travel

TOTAL TRAINING

IV. PARTICIPANT SUPPORT

A. Stipends/Needs Related Payments

B. Other Supportive Services

TOTAL PARTICIPANT SUPPORT

TOTAL GRANT COSTS

0

0

25,000

JTPA Title III National Reserve Account

Budget Information Summary

State Level Administration

4th Quarter PY '98

4/1/99 to 6/30/99

Grant Funds

A. Administration	\$2,775			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds (Specify)	Other Funds (Specify)	TOTAL FUNDS PARTICIPANTS
E. Supportive Services				
TOTAL BUDGET	\$2,775			\$2,775

1st Quarter PY '99

7/1/99 to 9/30/99

Grant Funds

A. Administration	\$5,550			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds (Specify)	Other Funds (Specify)	TOTAL FUNDS PARTICIPANTS
E. Supportive Services				
TOTAL BUDGET	\$5,550			\$5,550

2nd Quarter PY '99

10/1/99 to 12/31/99

Grant Funds

A. Administration	\$8,325			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds (Specify)	Other Funds (Specify)	TOTAL FUNDS PARTICIPANTS
E. Supportive Services				
TOTAL BUDGET	\$8,325			\$8,325

3rd Quarter PY '99

1/1/00 to 3/31/00

Grant Funds

A. Administration	\$11,100			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services		(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$11,100			\$11,100

4th Quarter PY '99

4/1/00 to 6/30/00

Grant Funds

A. Administration	\$13,875			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services		(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$13,875			\$13,875

1st Quarter PY '00

7/1/00 to 9/30/00

Grant Funds

A. Administration	\$16,650			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services		(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$16,650			\$16,650

2nd Quarter PY '00

10/1/00 to 12/31/00

Grant Funds

A. Administration	\$19,425			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services		(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$19,425			\$19,425

3rd Quarter PY '00

1/1/01 to 3/31/01

Grant Funds

A. Administration	\$22,200			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds (Specify)	Other Funds (Specify)	TOTAL FUNDS PARTICIPANTS
E. Supportive Services				
TOTAL BUDGET	\$22,200			\$22,200

4th Quarter PY '00

4/1/01 to 6/30/01

Grant Funds

A. Administration	\$25,000			
B. Readjustment				
C. Retraining Services				
D. Needs-Related Payments		Other Funds (Specify)	Other Funds (Specify)	TOTAL FUNDS PARTICIPANTS
E. Supportive Services				
TOTAL BUDGET	\$25,000			\$25,000

JTPA Title III National Reserve Account

Budget Information Summary

Combined Project(s), Coordinator, and State Level Administration

4th Quarter PY '98

4/1/99 to 6/30/99

Grant Funds

A. Administration	\$20,557			
B. Readjustment	\$298,694			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$112,444	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$431,695			\$431,695

1st Quarter PY '99

7/1/99 to 9/30/99

Grant Funds

A. Administration	\$41,114			
B. Readjustment	\$597,388			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$224,888	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$863,390			\$863,390

2nd Quarter PY '99

10/1/99 to 12/31/99

Grant Funds

A. Administration	\$61,671			
B. Readjustment	\$896,082			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$337,332	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,295,085			\$1,295,085

3rd Quarter PY '99

1/1/00 to 3/31/00

Grant Funds

A. Administration	\$82,228			
B. Readjustment	\$970,755			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$365,443	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,418,426			\$1,418,426

4th Quarter PY '99

4/1/00 to 6/30/00

Grant Funds

A. Administration	\$102,785			
B. Readjustment	\$1,045,428			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$393,554	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,541,767			\$1,541,767

1st Quarter PY '00

7/1/00 to 9/30/00

Grant Funds

A. Administration	\$123,342			
B. Readjustment	\$1,120,101			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$421,665	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,665,108			\$1,665,108

2nd Quarter PY '00

10/1/00 to 12/31/00

Grant Funds

A. Administration	\$143,899			
B. Readjustment	\$1,194,774			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$449,776	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,788,449			\$1,788,449

3rd Quarter PY '00

1/1/01 to 3/31/01

Grant Funds

A. Administration	\$164,456			
B. Readjustment	\$1,269,447			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$477,887	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$1,911,790			\$1,911,790

4th Quarter PY '00

4/1/01 to 6/30/01

Grant Funds

A. Administration	\$185,012			
B. Readjustment	\$1,344,119			
C. Retraining Services				
D. Needs-Related Payments		Other Funds	Other Funds	TOTAL FUNDS
E. Supportive Services	\$506,000	(Specify)	(Specify)	PARTICIPANTS
TOTAL BUDGET	\$2,035,131			\$2,035,131

Maine Dislocated Worker Outreach Project

**Description of State's
Administrative Responsibilities**

Maine Dislocated Worker Outreach Project

STATE OF MAINE ADMINISTRATIVE RESPONSIBILITIES

The Maine Department of Labor Bureau of Employment Services is responsible for grant administration and oversight for this project. This includes program monitoring and fiscal accountability, contracting funds, audits, technical assistance, reporting and the automated MIS. The Bureau of Employment Services will ensure that all subcontracted services will be subject to JPTA Title III cost categories. The requested State level administrative funds will be used to carry out these responsibilities.

The Maine Department of Labor's officer coordinating the State's administration of this grant is:

Tim McLellan, Director of Field Services
Maine Department of Labor
Bureau of Employment Services
55 State House Station
Augusta, Maine 04333-0055

Telephone: (207) 624-6390
FAX: (207) 624-6499

Maine Dislocated Worker Outreach Project

Appendices to Project Narrative

- A. Letters of Support**
- B. Worker Survey Instruments**
- C. The Peer Support Structure**
- D. Labor Market Information: Maine
Employment Projections – and Education and
Training Requirements – to 2006, By
Occupational Title**
- E. Newspaper Articles**

Appendix A

Letters of Support



STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

ANGUS S. KING, JR.
GOVERNOR

February 16, 1999

The Honorable Alexis M. Herman
Secretary of Labor
U.S. Department of Labor
200 Constitution Avenue
Washington, DC 20210

Dear Secretary Herman:

I am pleased to submit this application to fund Peer Support Workers to serve hundreds of Maine dislocated workers.

Maine has established a comprehensive program design for serving dislocated workers. Initiatives include building and maintaining an effective state and local rapid response capacity, acquiring Trade Adjustment Assistance and NAFTA retraining funds, building alliances with labor and community groups, and integrating services to dislocated workers through the Maine CareerCenter (One-Stop) system.

The Peer Support Worker project is another component of our dislocated worker program design capacity, and it is an important one. We know that participation rates increase significantly when employees are encouraged to participate by their coworkers. Higher participation rates translate to shorter durations of unemployment and lower benefit payments. Peer support provides a bridge between plant closings and the reemployment system because coworkers help one another understand their choices, help navigate the system, and provide linkages to other public and private sector resources. And I'm proud to say that Maine will be using these funds collaboratively with the Maine AFL-CIO in support of the CareerCenter system. Peer workers are identified and hired by AFL-CIO, the project is managed collaboratively, and all services will be provided out of local CareerCenters.

Should you have any questions about this proposal, please contact Valerie R. Landry, Maine Commissioner of Labor, who is making tremendous strides in transforming the array of fragmented programs into a coordinated CareerCenter system for delivering information and services.

Sincerely,


Angus S. King, Jr.
Governor



JOHN ELIAS BALDACCI
SECOND DISTRICT, MAINE

COMMITTEE ON AGRICULTURE
COMMITTEE ON TRANSPORTATION
AND INFRASTRUCTURE

REGIONAL WHIP

1740 LONGWORTH BUILDING
WASHINGTON, DC 20515
(202) 225-6306
(202) 226-0486 TDD
www.house.gov/baldacci

Congress of the United States
House of Representatives
Washington, DC 20515-1902

February 16, 1999

DISTRICT OFFICES:

P.O. Box 858
202 HARLOW STREET
BANGOR, ME 04402
(207) 942-6935

157 MAIN STREET
LEWISTON, ME 04240
(207) 782-3704

445 MAIN STREET
PRESQUE ISLE, ME 04769
(207) 764-1036

500 MAIN STREET
MADAWASKA, ME 04756
(207) 728-6160

REC'D ALSO BY
FEB 17 1999
Bureau of
Employment Services

Mr. Tim McLellan
MDOL/BES
55 State House Station
Augusta, Maine 04333

Dear Mr. McLellan:

I am very pleased to be writing to you in support of the State's application for funding through the U.S. Department of Labor for the Maine Dislocated Worker Outreach Project. The need for this peer support program is very high.

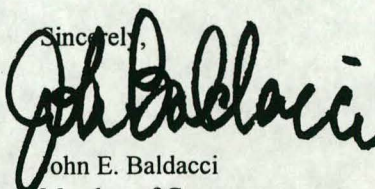
This project proposal comes at a critical time, as many central and rural Maine communities are experiencing terrible economic difficulties due to the heavy loss of well-paying jobs in manufacturing. The special project Task Force and other community partners will provide vital services in both developing re-employment strategies and assessing previously unmet needs.

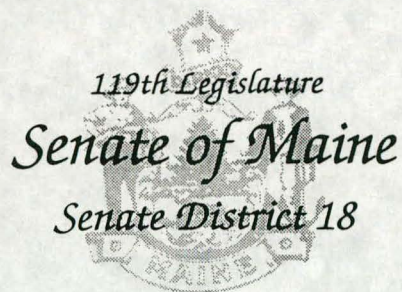
As you know, the climate within the paper and textile industries suggests we may be facing additional layoffs in the near future. It is imperative that the components of this project which foreshadow some of these dislocations be implemented as soon as possible.

Also, I understand that the national reserve account grants have primarily been awarded in response to isolated circumstances involving job loss. It is important to take into account the concussive effect of the recent layoffs. The commitment and cooperation already established between the stakeholders in this process offer clear keys to success. There is a cogent need for the dislocated worker program and the proven effectiveness of its collaborative techniques.

Again, I strongly support the Maine Department of Labor's application and hope it will be given ever consideration consistent with applicable regulations.

With best wishes,

Sincerely,

John E. Baldacci
Member of Congress



Senator Sharon Anglin Treat

3 State House Station
Augusta, ME 04333-0003
(207) 287-1515

PO Box 12
Gardiner, ME 04345
(207) 582-6702
Fax (207) 588-0458
streat@powerlink.net

February 15, 1999

Valerie R. Landry
Commissioner,
Maine Department of Labor
55 State House Station
Augusta, ME 04333

Re: The Maine Dislocated Worker Outreach Project Grant Proposal

Dear Commissioner Landry:

I write to express my strong support for the Maine Dislocated Worker Outreach Project grant proposal that is being submitted to the United States Department of Labor for funding. This project is of critical importance to the workers and economy of central Maine, including the eleven communities of State Senate District 18 that I represent.

District 18 has been heavily impacted by a series of large layoffs and plant closings over the past several years. Despite a strong State economy overall, this area has an unemployment rate above the national average and has suffered through several significant layoffs in the past year alone, including at the Carleton Woolen Mills plants in Gardiner and Winthrop, Etonic in Richmond, SCI in Augusta, and workforce reductions at the former Yorktowne Paper in Gardiner. These recent layoffs compound the impact on an already stressed economy and workforce dislocated from previous layoffs in the paper and textile industry in central Maine.

Since July I have been the chair of a community task force established by Gardiner Mayor Brian Rines in the wake of the closure of the Carleton Mill in Gardiner. With the additional layoffs at Carleton's Winthrop facilities, we expanded the scope of the task force to involve workers and community members from the entire area. From the first, the task force focused on the need to develop a peer support program as part of our strategy to assist displaced workers. While we agreed that coordinating community resources such as food banks and credit counseling are important, we targeted as our highest priority getting peer support counselors in place, given the particular needs of the displaced workers.

Those needs are great. We found that many of the displaced workers have worked at a series of manufacturing jobs from which they have been laid off, resulting in a continuing cycle of displacement and discouragement. Many of those laid off lacked education beyond high school, and others lacked literacy skills. Many were older workers, who despite employment discrimination laws face a difficult time finding new employment. It is a workforce used to



manufacturing jobs, at a time when such jobs are fewer and far between. We knew that the job placements for prior large layoffs, where peer support counselors were not in place, were disappointing. Thus we focused on the hiring of displaced workers from the Carleton Mills to act as peer counselors to provide support and assistance to the rest of the displaced workforce.

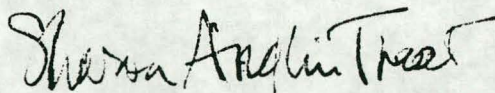
This program has been very, very successful. The peer counselors have been able to significantly improve the effectiveness of the State's workforce development and training programs by insuring that displaced Carleton workers come in to get their skills assessed, and that they take full advantage of the training and education opportunities available. The peer counselors have helped workers identify their particular skills and interests to make informed choices about employment options, and have worked one-on-one to identify and overcome obstacles. They have worked with other task force members to resolve problems with obtaining timely unemployment compensation paperwork from the employer, and identified and resolved individual U.I. concerns.

Moreover, the peer counselors have been an important liaison between the displaced workforce, the State, and the community. The peer counselors have helped the task force identify the needs of the displaced workers that community organizations and local businesses can help address. Two different unions have been actively involved in developing the details of the peer counselor program working with the Carleton workforce, and the unions have worked closely with the State Department of Labor and community groups in supporting this program.

The Maine Dislocated Worker Outreach Project seeks to replicate this program on a larger scale, and I strongly support this proposal and urge its funding. With continuing large layoffs at many facilities over the past several years and into the near future, the need is far greater than the resources provided by three peer counselors working with the Carleton workforce. With the Carleton peer support program in place as a pilot project, I have great confidence that the proposed Outreach Project will be a collaborative effort between the State, organized labor, the displaced workforce and the community.

I urge the U.S. Department of Labor to fund this important and effective program. Do not hesitate to contact me with any questions or for more information.

Sincerely,

A handwritten signature in black ink, reading "Sharon Anglin Treat". The signature is written in a cursive, flowing style.

Sharon Anglin Treat
State Senator



HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002

(207) 287-1400

TTY: (207) 287-4469

Patrick Colwell

34 Danforth Street
Gardiner, ME 04345
Telephone: (207) 582-5231
Business: (207) 582-5231
E-Mail: pcolwell@mint.net

February 17, 1999

Alexis Herman, Secretary
U.S. Department of Labor
200 Constitution Avenue, N.W.
Washington, D.C. 20210

Secretary Herman:

Thank you for the opportunity to offer my thoughts on the Maine Department of Labor/Maine AFL-CIO peer counseling grant that is being submitted to your office. I am the State Representative for Maine House District #91, where the latest round of Carleton Woolen Mills layoffs began. In response to that layoff, Gardiner's Mayor, Brian Rines, appointed a community task force to look into the myriad problems that the effected workers had to face. Serving on that task force has been a challenging, edifying, and important experience for me and I'd like to share some of my thoughts as a task force member with you.

The peer support program is the single most effective tool this task force has been able to bring to bear in providing training, unemployment benefits, education, re-employment, and support to the laid off Carleton workers. Through a unique collaboration between MDOL and the Maine AFL-CIO, the peer counselors have plugged more than 150 Carleton workers into a host of retraining and re-education programs, and helped get many of them back to work. Because these peer counselors were laid off workers themselves, they could speak the "language" of their colleagues and were not viewed as typical "government" agents. Rather, they had a built in trust relationship with those they were trying to help. In my opinion, this peer support piece is an absolutely essential component of any successful program that affects positive change for displaced workers. This is especially true for the workers found in the mature industries that are dramatically impacted by our globally competitive economy.

We task force members have been fortunate to work with a pro-active MDOL that has been willing to put scarce resources behind this limited peer support program. I and all

District 91 Gardiner and part of Randolph

Printed on recycled paper

the other members of the Carleton Woolen Mills Task Force urge you to consider this revolutionary grant proposal so that every time there is a significant layoff in Maine, we will be able to use our most effective tool to open the gate for displaced workers: our peer support program.

Thank you for your serious consideration of this grant proposal.

Sincerely,

A handwritten signature in cursive script, reading "Pat Colwell". The signature is written in dark ink and is positioned below the word "Sincerely,".

Patrick Colwell
State Representative

CARLETON WOOLEN MILLS COMMUNITY TASK FORCE

February 16, 1999

Ms. Valerie Landry
Commissioner
Department of Labor
55 State House Station
Augusta, ME 04333

Dear Commissioner Landry:

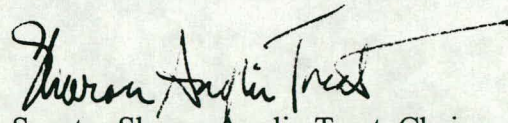
The Carleton Woolen Mills Community Task Force strongly supports the proposal of the Maine Department of Labor to establish the Central Maine Dislocated Worker Outreach Project, and urges funding of this proposal. The Task Force has voted unanimously to support this project.

The Community Task Force was created as a joint effort by local, state and federal elected officials, union members, community service providers, dislocated workers and the Maine Department of Labor staff. We have been meeting on a nearly monthly basis since July 1998, after the first of a series of large layoffs at the Carleton Mills in Gardiner and Winthrop. From the first meeting the Task Force has focused on the need for peer support counselors and has worked closely with the Maine Department of Labor and the Maine AFL-CIO to develop the parameters of this project and to insure that the grant proposal would be funded.

As the grant proposal makes clear, central Maine has been hard hit by a series of large layoffs over the past several years. The recent layoffs at Carleton and other manufacturing facilities have impacted a workforce already dislocated by previous layoffs. The Task Force has been very impressed with the success of peer support counselors working with the workers laid off by the Carleton Woolen Mills. We believe this program to be extremely effective, and would like to see it extended to comprehensively address displaced workers throughout central Maine.

Ms. Valerie Landry
Commissioner
Department of Labor
Page 2

The Task Force stands ready to work in collaboration with the Maine DOL and with the unions to implement this project. We urge your favorable consideration of this proposal.



Senator Sharon Anglin Treat, Chair
Community Task Force

Attachment: Carleton Community Task Force

Task Force Participants List

Cecile Fontaine
Maine AFL-CIO

Ron D'Alessandro
UPIU Local 1235

Christine Greenleaf
Peer Counselor

Mike Cavanaugh
UNITE

Elizabeth Baker
UPIU Local 1235

Gail Kinney
Regional Coordinator
AFL-CIO

Bobbie Blakely
UPIU Local 1235

Elizabeth Watson
State Representative
Farmingdale

Walter Szumita
UNITE

Barbara Niccoli
State Director, Maine
AFL-CIO (National)

Robert Gordon
United Way

Sharon Treat
State Senator
Kennebec and Sagadahoc
Counties

Judy Pelletier
Workforce Development
Center

Dayle Ashby, Staff
Senator Susan Collins

Marianne doyle
Monmouth/Winthrop
Adult Ed

Ginger Jackson
UPIU Local 1235

Kathy Vannah
Peer Counselor

Christopher St. John
Maine Center For
Economic Policy

John McLaughlin, Staff
Congressman
Tom Allen

Cornell Knight
Town Manager
Town of Winthrop

Neena Quirion
Central Maine

Labor Council

State Representative
Pat Colwell
Gardiner

Ray Hinckley, President
UPIU

John Cummings, Staff
Senator Olympia Snowe

Elizabeth Wells
Maranacook/Hall-Dale
Adult Ed

Tim McLellan
Department of Labor

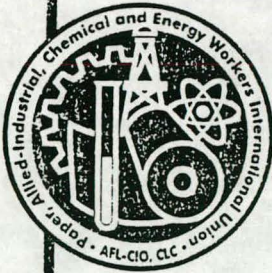
Sylvia Plourde
Workforce Development
Center

Howard Butler
Bureau of Unemployment
Compensation

Gwen Gatcomb President
Maine AFL-CIO

Diann Bailey
MSAD 11
Adult Education

Glenna Nowell
Gardiner City Manager



PAGE

**Paper,
Allied-Industrial,
Chemical &
Energy Workers
International
Union**
AFL-CIO, CLC

March 2, 1999

Valerie R. Landry, Commissioner
Maine Department of Labor
20 Union Street
PO Box 309
Augusta, ME 04332-0309

Gary B. Cook
Vice President and
Regional Director
Region I

Dear Commissioner Landry:

I am writing to reaffirm the enthusiastic support of the Paper, Allied, Industrial, Chemical and Energy Workers International Union (PACE - formerly the United Paperworkers International Union) for the Maine Dislocated Worker Outreach Project grant application being submitted to the U. S. Department of Labor.

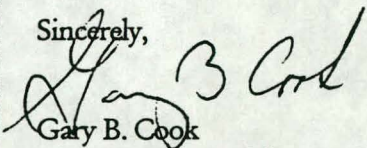
As you are well aware, workers in Maine's wood, paper products, and other industries who are represented by PACE have been hard hit by a continuing spiral of job losses. To make matters worse, as a number of our members have been laid off, they have gone on to other production jobs, only to be laid off again.

In PACE's collaborative work with the Maine Department of Labor to date, we have both come to recognize that there are significant barriers to our laid off members getting the support and retraining they need to find suitable re-employment paying a family-sustaining wage. That's why we need this project!

PACE represents workers at seven of the targeted worksites listed in the grant application, and we pledge our full support to the Maine AFL-CIO and the Maine Department of Labor in carrying out this unique and innovative project.

I urge you to do everything in your power to convey to the U. S. Department of Labor the compelling need for fully funding this grant application.

Sincerely,


Gary B. Cook
Vice President & Director, Region One

GBC/clt
cc: Senator Olympia J. Snowe
Senator Susan Collins
Representative Tom Allen (1st District)
Representative John Baldacci (2nd District)

124 State Street,
P.O. Box 350
Augusta, Maine
04330-0350

phone:
207.621.2314
207.621.2336

fax:
207.621.1979

TELEPHONES 508
997-2931 - 673-2964

FAX: 508-997-6069

New England Regional Joint Board
Union of Needletrades, Industrial and Textile Employees, AFL-CIO, CLC

867 STATE ROAD, NORTH DARTMOUTH, MASS. 02747

BERT BARAO
President



EDWARD W. CLARK, JR.
*Manager and
Executive Vice President of UNITE*

ALTHEA LEACH
Vice President

NEENA QUIRION
Secretary

Valerie Landry
Commissioner
Maine Department of Labor
55 State House Station
Augusta, ME 04333

MICHAEL J. CAVANAUGH
Secretary-Treasurer

February 17, 1999

Dear Valerie:

I am writing to you to express my strong support for the Dislocated Workers Outreach Project grant proposal of the Maine Department of Labor and Maine AFL-CIO.

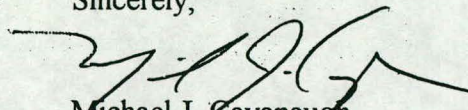
As you know, in my capacity as our Union's representative in Maine, I have witnessed the unfortunate loss of thousands of textile and apparel jobs over the past dozen years. The industrial and technological changes that have disrupted so many workers' lives continue to have severe impact on Maine workers, as we have particularly witnessed in Central Maine over the past couple of years.

I know from personal experience that dislocated manufacturing workers need advocates and assistance in coping with the loss of their jobs and workplace communities. I know the tremendous difference that peer support worker assistance made for our Health Tex workers in 1987. I am also aware of the severe disadvantage that other dislocated workers have faced when they had no peer support assistance and advocacy. Fortunately we have once again begun to provide dislocated with this valuable assistance.

I am pleased that the Maine Department of Labor has embraced the peer support worker approach, and am heartened to know that under your leadership the department and the Maine AFL-CIO are working together on this valuable project.

I look forward to working with you to make this Peer Support Outreach Project a reality for Maine workers.

Sincerely,


Michael J. Cavanaugh
Secretary Treasurer

UNITE!

A MERGER OF

THE AMALGAMATED CLOTHING & TEXTILE WORKERS UNION & THE INTERNATIONAL LADIES' GARMENT WORKERS' UNION





Central Maine Labor Council
P. O. Box 561
Oakland, ME 04963-0561



Tel: (207) 465-3279

Fax(207) 465-8289

February 18, 1999

Commissioner Valerie Landry
Maine Department of Labor
54 State House Station
Augusta, ME 04333

Dear Commissioner Landry:

As president of the Central Labor Council for much of the affected area, I am deeply concerned about Maine workers who have lost, or will lose, their jobs as a result of rapid changes in our economy. To help them and their families survive the initial impact, and to ensure that they find comparable employment, and in some case entirely new careers, is an awesome responsibility. But it is one which, together, we must face.

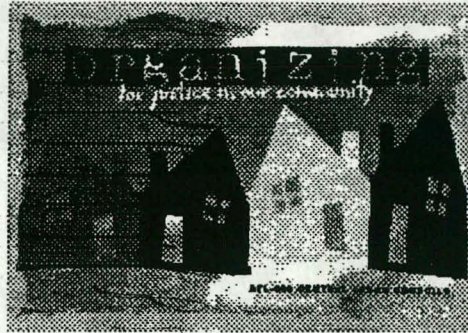
I know of no program or approach that can more effectively serve our newly dislocated workers than the involvement of peer support workers. I feel the peer support workers so far have proven themselves. They have made a great difference to the workers at Carlton compared to the workers at Cascade and Kimberly Clark. These workers didn't have a peer they could turn to, who knew the system that could help them at this devastating time. That is why I am writing to you in support of the Maine Dislocated Worker Outreach Project grant application to the U.S. Department of Labor. I commend you and your department, the Maine AFL-CIO and those who have brought this unique and valuable concept to reality, and I hope that this important work will continue.

Sincerely Yours,

A handwritten signature in cursive script, reading "Neena Quirion".

Neena Quirion
President,
Central Maine Labor Council

GREATER PORTLAND FEDERATED LABOR COUNCIL



AFL-CIO

February 20, 1999

Commissioner Valerie Landry
Maine Department of Labor
State House Station 54
Augusta, ME 04333-0054

Dear Commissioner Landry:

I am writing to commend the Maine Department of Labor and the Maine AFL-CIO for implementing the Maine Dislocated Worker Outreach Project and, in particular, the peer support worker program. I want to add my voice to those expressing their enthusiastic support for the Project and the grant proposal to the U. S. Department of Labor.

As our older established industries downsize or leave Maine, they are abandoning hundreds of workers and their families to the uncertainties of struggling to survive in a new and unfamiliar economic context. The peer support workers are already proving to be an invaluable resource, effectively linking their fellow workers with the survival support services, career training and job placement they need to get a new start. By expanding and extending this program, we can be certain to meet the needs of Maine's dislocated workers.

As always, the unions of the Greater Portland Federated Labor Council stand ready to help our fellow workers in any way we can. Please feel free to contact me at any time.

Sincerely,

Burt Wartell
President

cc:

Gwen Gatcomb
Cecile Colin Fontaine
Mike Roland



Vincent O'Malley
Maine AFL-CIO
Community Service Liaison

One Post Office Square
400 Congress Street
P.O. Box 15200
Portland, ME 04112-5200
Phone: (207) 874-1000
Fax: (207) 874-1007

February 25, 1999

Valerie R. Landry
Commissioner MDOL
55 State House Station
Augusta, Maine 04333

REC'D EXEC. DIRECTOR

MAR 01 1999
Bureau of
Employment Service

Dear Valerie,

I am writing to you voice my unequivocal support for the Maine Dislocated Worker Outreach Project grant application. This innovative and farsighted approach to dealing with the traumatic effects that accompanies layoffs; downsizing and corporate restructuring is critically needed. As you are so well aware many of our bellwether industries have been devastated by recent economic events. Thousands of hardworking Mainers have been thrust into unemployment and underemployment status with very little advance notice, their families being forced to cut back and in many cases losing hard earned benefits such as health care and pension plan.

In my position as Community Service Liaison I see the harmful effects of these events as they produce difficulties for the families of these workers. As you are well aware the loss of a job is in itself a traumatic event. The factor that compounds this job loss is the inability of current training and retraining programs to reach workers and also the lack of comparable positions with wages and benefits similar to those that we are losing. Nothing can take the place of good jobs with benefits but I believe that a project such as the Worker Outreach can produce positive results for workers who suddenly find themselves in this situation.

As you may be aware my position is a joint program that is administered with the support of nine different Maine United Ways. I have a counterpart in northern Maine, Roxanne Munksgaard who fulfills the same duties as I. She like myself has already been playing a supportive role with these laid off workers and with the peer support workers who are assisting them. We look forward to the successful funding of this important project and our continued involvement with it. I look forward to the next time we meet.

Sincerely,

P. Vincent O'Malley

P. Vincent O'Malley

Maine Center For Economic Policy

283 Water Street, Room 11, P.O. Box 2422, Augusta, ME 04338-2422
Tel : 207-622-7381 - Fax: 207-622-3731 - Email: mecep@mecep.org

FEB 17 1999

Commissioner Valerie Landry
Maine Department of Labor
54 State House Station
Augusta, ME. 04333

February 11, 1999

Re: Maine Dislocated Worker Outreach Project

Dear Valerie,

I am writing to express my support for the Maine Dislocated Worker Outreach Project proposal to the U.S. Department of Labor.

As you know the Maine Center for Economic Policy was formed five years ago by a coalition of groups which included the Maine Council of Churches, the Maine AFL-CIO, the Maine Women's Lobby, the Maine People's Alliance, and the Maine Association of Interdependent Neighborhoods to study state tax, budget and economic policies from the point of view of how such policies impact low and moderate income citizens.

Our research has included several surveys, including two of women who were formerly receiving AFDC, one of low-wage working parents, and one in which we are currently engaged in cooperation with the Maine AFL-CIO, of laid-off workers from six plants in Kennebec County in central Maine.

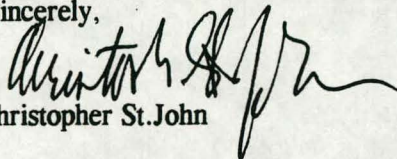
Last August I joined the Carlton Woolen Mills Community Task Force, formed by your Department in cooperation with community leaders in Gardiner both as a resident of Gardiner concerned about the impact of layoffs from the Carlton Mill in our community, and because of my long-standing concern for the situation of those workers who have been losing better paying manufacturing jobs and forced into the available jobs which have tended to be with fewer benefits and paying less than is needed to support families in our area.

In my work with the Task Force I have been impressed both with the flexible responses by your Department to each new shock of the continuing major layoffs, but also with the work of the peer counselors which you employed from the Carlton workforce to help their fellow laid-off workers through the maze of programs designed to alleviate their transitions.

I am excited by the opportunity which the Dislocated Worker Outreach Project represents to extend what we have all learned with the excellent work of the Carlton peer support workers to the evolving situation of the many other laid-off workers in central Maine and surrounding areas. I gather that the proposal is unusual in its effort to cope with the cumulative impacts of many past layoffs and the future anticipated ones, and in the degree of close cooperation that the Department has developed with the affected labor unions and community groups.

I look forward to continuing our work together on these issues.

Sincerely,


Christopher St. John

Christopher St. John
Executive Director

Lisa Pohlmann
Research Associate

Board of Directors:

Carla Dickstein
Chair

Daryl Fort

Craig Freshley

Eleanor Goldberg
Secretary

Michael Hillard

Robert Ho

Sherry Huber

Warren Kessler

Anthony Marple
Treasurer

Skip Matson

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Frank O'Hara

Arn Pearson

Fred Pease
Vice-Chair

Ronald Phillips

Anne Pringle

Barbara Reinertsen

Sharon Rosen

Francine Stark

Mary Anne Turowski

David Vail

Appendix B

Worker Survey Instruments

Carlton Woolen Mill
AFL-CIO Worker Survey (September, 1998)

Name: _____ M/F _____

Address: _____

Phone: _____

Employer: _____

Job Title: _____

Years you worked for employer: _____

Union Affiliation: _____

(Name of Union and Local)

Age: _____

Marital Status: _____

Dependents Under 18: _____

Years of education completed: _____

Salary before layoff: _____

Benefits before layoff: _____

(Please list you Vacation per year, Sick time per year, Pension)

What do you want to do for work? _____

Do you want to be retrained? _____

Profile of Carlton Woolen Mill Workers and their Families

1. Name : _____

2. Address : _____

3. Phone Number: _____

4. Please tell us all of the places that you worked **in the last 10 years**. List the earliest job first. Tell us if you were laid off or the plant closed:

Name of Plant	Temporary Layoff	Permanent Layoff	Plant Closed

5. Please tell us all of the places that *your spouse* worked **in the last 10 years**. List the earliest job first. Tell us if your spouse was laid off or the plant closed:

Name of Plant	Temporary Layoff	Permanent Layoff	Plant Closed

6. In the last 10 years have you or your spouse been through a training program?

_____yes, I got training _____yes, my spouse got training _____neither of us got training

If you or your spouse got training, who paid for it?

_____ Maine Department of Labor

_____ Workforce Development

_____ My employer

_____ I did

_____ I don't know

Were you or your spouse trained through the TAA/TRA or the NAFTA Programs?

You: _____yes _____no

Your spouse: _____yes _____no

How long were you or your spouse in training? You: _____

Your spouse: _____

What kind of job were you or your spouse trained for? You: _____

Your spouse: _____

After training, did you or your spouse get a job doing what you were trained for?

You: _____yes _____no

Your Spouse: _____yes _____no

11. Did your training result in: You: _____higher wage _____lower wage _____same

Your spouse: _____higher wage _____lower wage _____same

12. Were you or your spouse satisfied with your training? You: _____yes _____no

Your spouse: _____yes _____no

If either of you were not satisfied, why not?

13. Any comments you want to make? _____

**For Grant Application Purposes Only:
NOT for distribution or replication**

**SURVEY OF CENTRAL MAINE LAID OFF WORKERS
for the
MAINE CENTER FOR ECONOMIC POLICY AND THE MAINE AFL-CIO**

Market Decisions, Inc.
January 19, 1999

SCREENER INTRODUCTION

Hello, this is _____ with Market Decisions in South Portland. We are working with the Maine AFL-CIO and the Maine Center for Economic Policy to develop better policies for Maine's working families, especially those affected by recent layoffs and plant closings. Is (NAME) _____ who was laid off from the (NAME PLANT) _____ in your household? May I speak with him/her (IF NOT) Is there a better time that I might reach him/her?

(IF CONTACT IS MADE WITH A NEW PERSON)

Is this (NAME) _____? And were you laid off from (NAME PLANT) _____? This is _____ with Market Decisions in South Portland. We are working with the Maine AFL-CIO and the Maine Center for Economic Policy to develop better policies for Maine's working families, especially those affected by recent layoffs and plant closings.

MAIN INTRODUCTION

We would appreciate your help in answering some survey questions. The Maine Center for Economic Policy and the Maine AFL-CIO have compiled the names of persons affected by layoffs for this study. Your opinions and identity will remain confidential, and your responses will be used only in combination with those given by others we survey. This is strictly research. We are not trying to sell you anything.

This survey will take about 30 minutes, and it is important that we complete all the questions. If, at any time, you need to step away from the phone, let me know, and we'll set up a better time to continue.

IF UNSURE: Is there a better time when I could call you back? Your opinions are very important to our research.

SET UP CALLBACK IF NECESSARY

NOTE: IF R WANTS TO KNOW, THE MAINE CENTER FOR ECONOMIC POLICY IS A PRIVATE NON-PROFIT RESEARCH ORGANIZATION – PHONE: 622-7381.

Major Lay-Off

We want to get a picture of how your life has been impacted by the lay-off from (NAME PLANT). I'll be asking questions about your work at (NAME PLANT) and your jobs since then.

1. When you were at (NAME PLANT), what was your occupation or job title there?

2. When you were at (NAME PLANT), did you receive any of the following benefits:

	<u>YES</u>	<u>NO</u>	<u>DK/REF</u>
1. Health Insurance for yourself at least partially paid by your employer	1	2	9
2. Paid time off for vacation	1	2	9
3. Paid time off for illness	1	2	9
4. Unpaid time off for illness	1	2	9
5. Paid or unpaid time off for personal or family leave	1	2	9
6. A retirement or long term savings plan (401-K)	1	2	9
7. Training to enhance your skills	1	2	9

3. When you were at (NAME PLANT) what was your highest hourly wage before taxes and any other deductions were taken out? \$ _____

9. DK/REF

4. What month and year did you first realize that you might be laid off from (NAME PLANT) MONTH _____ YEAR _____

5. What month and year were you actually laid off from (NAME PLANT) _____

9. DK/REF

6. Within a year before you received your lay off notice, did any of the following occur at (NAME PLANT): (INDICATE ALL THAT APPLY) YES NO DK

1. Other lay-offs	1	2	9
2. Change to less desirable hours, position or location	1	2	9
3. Contracting out	1	2	9
4. Unexplained changes in labor/management relations	1	2	9
5. Reduction in maintenance	1	2	9
6. Increased security	1	2	9
7. Outdated technology and production techniques	1	2	9
8. Equipment removal	1	2	9
9. Lost product lines	1	2	9
10. No new product lines	1	2	9
11. Unidentified visitors	1	2	9
98. Did not work within a year prior to layoff notice	1		

7. After you were laid off from (NAME PLANT), how many weeks or months were you without work before you found other employment? [ENTER NUMBER OF WEEKS]

997. Still unemployed/Never found work
 998. Decided not to return to work/Retired
 999. DK/REF

Unemployment Benefits

8. After your lay-off, for how many weeks did you receive unemployment benefits?

[IF 0 WEEKS, SKIP TO 14]

998. REFUSED ==> SKIP TO 14
 999. DON'T KNOW

9. Are you still receiving unemployment benefits?

1. YES
 2. NO
 9. DK/REF

10. Were your unemployment benefits adequate to meet your household's basic needs?

1. YES
 2. NO
 9. DK/REF

11. When you were receiving Unemployment benefits did any of the following occur?

- | | <u>YES</u> | <u>NO</u> | <u>DK</u> |
|---|------------|-----------|-----------|
| 1. Benefit checks were late | 1 | 2 | 9 |
| 2. Had difficulty communicating with the
Unemployment office causing delay in benefits | 1 | 2 | 9 |
| 3. Kept on hold for lengthy periods of time by the
Unemployment office | | 1 | 29 |
| 4. Had to make frequent calls to the
Unemployment office | | 1 | 29 |
12. Did you continue to receive unemployment benefits until you found another job, or did benefits run out before you found another job?
1. Received until new job ==> SKIP TO 14
2. Ran out before new job
13. What did you do for money after your benefits ran out?
1. Used savings
2. Borrowed from friends or family members
3. Received public assistance like AFDC or welfare,
General assistance, or food stamps
7. OTHER: [Specify] _____

TAA/TRA Benefits and Training

14. After your lay off from (NAME PLANT), did you receive training through TAA/TRA?
- ☐
1. YES ==> SKIP TO 16
2. NO
9. DK/REF
15. Why didn't you receive TAA/TRA training?
1. Got another job ==> SKIP TO 28
2. Did not want training ==> SKIP TO 28
3. Timing of lay off did not allow me to participate in training. ==> SKIP TO 28
- OTHER _____ ==> SKIP TO 28
16. How many weeks of training did you get through TAA/TRA? _____
997. Still receiving TAA/TRA training
999. DK/REF

17. How many weeks or months after your lay off did you start training? [RECORD IN WEEKS] _____

999 DK/REF

18. Where did you receive this training?

1. Technical College	1	2	9
2. Labor Department Career Center (sometimes called "One Stops")	1	2	9
3. Adult education	1	2	9
4. Specialized training or trade school	1	2	9

OTHER _____

19. Did you get into the training program that you wanted?

1. YES ==>	SKIP TO 21
2. NO	
9. DK/REF	

20. (IF NOT) Why not? _____

21. Workers are eligible to receive up to 104 weeks of training through TAA/TRA after a lay-off. If you did not receive 104 weeks of training what were the reasons? (**PROMPT AS NEEDED**)

	YES	NO	DK
1. Did not want that length of training	1	2	9
2. Processing delays	1	2	9
3. Did not get into desired training	1	2	9
4. Chose to look for/obtained another job	1	2	9
5. Missed out due to timing of classes	1	2	9
6. Delays in receiving Unemployment benefits.	1	2	9
7. Financial hardship	1	2	9

OTHER _____

22. Did you leave your training program before it was finished?

1. YES	
2. NO ==>	SKIP TO 24
9. DK/REF	

23. Why did you leave your training program before it was finished? (**PROBE AS NECESSARY**)

- | | | | | |
|----|--|---|---|---|
| 1. | My Unemployment Benefits ran out | 1 | 2 | 9 |
| 2. | My TAA/TRA benefits ran out | 1 | 2 | 9 |
| 3. | Training was too difficult | 1 | 2 | 9 |
| 4. | This training program was not my choice of programs. | 1 | 2 | 9 |
| | OTHER _____ | | | |

24. After Unemployment Benefits ran out, how many weeks did you receive TRA cash benefits while you were in training? _____

997. Still receiving TRA cash benefits
999. DK/REF

25. While you were in training did you receive your TRA cash benefits on time?

1. YES
2. NO
9. DK/REF

26. Workers are eligible to receive up to 52 weeks of TRA cash benefits after receiving 6 months of Unemployment benefits. Did you receive TRA cash benefits for 52 weeks?

1. YES
2. NO
9. DK/REF

27. Was there a delay between the time your Unemployment benefits ran out and your TRA cash benefits began?

1. YES
2. NO
9. DK/REF

Other Training and Services

28. Since your lay off from (**NAME PLANT**) have you received any training other than that provided through TAA/TRA?

1. YES
2. NO ==> SKIP TO 30
9. DK/REF

29. Where did you receive this training? (INDICATE ALL THAT APPLY))

- | | | | | |
|----|--|---|---|---|
| 1. | High School (Shop, etc.) or work on
A GED Program | 1 | 2 | 9 |
| 2. | Vocational/trade secondary school | 1 | 2 | 9 |
| 3. | Technical college | 1 | 2 | 9 |
| 4. | On the job | 1 | 2 | 9 |
| 5. | Labor Department Career Center | 1 | 2 | 9 |
| 6. | Four Year College or University | 1 | 2 | 9 |

OTHER: _____

30. Sometimes other dislocated workers are trained to act as peer support workers to assist and advocate for their co-workers who have been laid off. Have you ever talked to a peer support worker?

- 1. YES
- 2. NO ==> SKIP TO 32
- 9. DK/REF ==> SKIP TO 32

31. Was it helpful?

- 1. YES ==> SKIP TO 33
- 2. NO ==> SKIP TO 33
- 9. DK/REF ==> SKIP TO 33

32. Do you think it would have been helpful?

- 1. YES
- 2. NO
- 9. DK/REF

Current Employment

33. Do you currently have a job? This could include a job where you work for someone else or a company, or a job that you do on your own and receive pay?

- 1. YES ==> SKIP TO 36
- 2. NO

34. How many weeks or months have passed since you last worked for pay? [RECORD IN WEEKS] _____

9. DK/REF

35. What is your primary reason you are not working now? (**PROMPT AS NECESSARY**)

1. Illness or medical problem ==> SKIP TO 40
2. Inadequate child care available ==> SKIP TO 40
3. Inadequate transportation ==> SKIP TO 40
4. Going to school/training programs ==> SKIP TO 40
5. Cannot find work ==> SKIP TO 40
6. Cannot find work that will support my family ==> SKIP TO 40

OTHER: _____ ==> SKIP TO 40

9. DK/REF ==> SKIP TO 40

36. Are you currently...

- | | | | | |
|----|--|---|---|---|
| a. | working at one or more jobs | 1 | 2 | 9 |
| b. | self-employed, that is, conducting work resulting in direct payment to you for services or products you provide? | 1 | 2 | 9 |
| c. | both | 1 | 2 | 9 |

37. IF BOTH ON Q. 37 Which of these two forms of employment provides the higher income?

1. WORKING AT ONE OR MORE JOBS
2. SELF EMPLOYMENT
9. DK/REF

38. How many jobs do you have in total? _____

99 DK/REF

39. How many hours do you typically work for pay each week? _____

99 DK/REF

40. During the last month, have you been actively looking for work / (IF EMPLOYED) for more or better work?

1. YES
2. NO
9. DK/REF

IF ONLY OR PRIMARILY SELF-EMPLOYED OR UNEMPLOYED SKIP TO 45

Now let's talk about your main job with an employer - the job which is your primary source of income.

41. With this employer, do you get....

	YES	NO	DK/REF
1. Health Insurance program for self at least partially paid by your employer	1	2	9
2. Paid time off for vacation	1	2	9
3. Paid time off for illness	1	2	9
4. Unpaid time off for illness	1	2	9
5. Paid or unpaid time off for personal or family leave	1	2	9
6. A retirement or long term savings plan (401-K)	1	2	9
7. Training to enhance your skills	1	2	9

42. How satisfied are you with the pay you get for the work you do? Would you say you are:

1. Very satisfied
2. Somewhat satisfied
3. Somewhat dissatisfied, or
4. Very dissatisfied?

43. Do you expect to be working for this employer three months from now?

1. YES ==> SKIP TO 45
2. NO
8. REFUSED
9. DK ==> SKIP TO 45

44. Why not? _____

Employment History Since Lay-Off

Now I would like to discuss the various jobs you've had since your lay-off from (NAME PLANT.) Again, these could include jobs where you worked for someone else or a company, or jobs that you did on your own for pay.

45. How many jobs in total have you had since your lay-off from (NAME PLANT.)

99 DK/REF

IF NO OTHER JOBS, SKIP TO 47. IF MORE THAN 5 JOBS TOTAL PROMPT

Let's talk about the five jobs that have provided you with the most income since the lay off.

46. Starting with your current or most recent full time, part time or temporary job, please tell me the names of your employers you've had since the lay-off. **(LIST ON JOB MATRIX FORM)**

FOR EACH JOB LISTED, ASK 46_{1,9} AND FILL IN APPROPRIATE CELL ON FORM.

1. Name of Business
2. Do you currently work at least some hours a week at this job?
3. In a typical week, how many hours per week (did/do) you work at this job?
4. What (was your highest/is your) pay per hour on this job before taxes and any other deductions are taken out?
5. Approximately how many weeks or months did you work at this job? [RECORD IN WEEKS]
6. And, what kind of business is/was it? (IDENTIFY INDUSTRY FROM LIST)
7. What was your occupation/job title?
8. (Is/was) this a
 1. Permanent job
 2. Seasonal job
 3. Temporary job
 4. Day-to-day job (IF NECESSARY EXPLAIN: per diem work, or work on a project or piecemeal basis with no guarantee thwt work will be available)
9. What was your reason for leaving this job? **(CHOOSE ONE - DO NOT READ LIST)**
 1. LAY OFF DUE TO PLANT CLOSING
 2. LAY OFF DUE TO WORKFORCE REDUCTION
 3. INVOLUNTARY DISMISSAL (FIRED)
 4. TO CARE FOR OTHERS (CHILDREN, ELDERS, ETC.)
 5. INADEQUATE TRANSPORTATION
 6. INADEQUATE INCOME FROM JOB
 7. DID NOT LIKE JOB
 8. SEASONAL OR TEMPORARY JOB ENDED
 9. ILLNESS OR MEDICAL PROBLEMOTHER _____
98. STILL WORKING AT THIS JOB
99. DK/REF

47. Overall, would you say that your wages since your lay-off from **(NAME PLANT)** have...

1. Increased
2. Remained the same, or
3. Decreased
9. DK/REF

48. Have your hours been cut back, when it was not your choice, at any of your jobs at any time since the your lay-off from **(NAME PLANT)**?

1. YES

2. NO ==> SKIP TO 50
9. DK/REF ==> SKIP TO 50

49. How many times have your hours been cut back since your lay-off from (NAME PLANT) _____

Current Work Situation of Other Adult in Household

50. How many additional wage earners in your household besides yourself contribute to the total household income?

How many salary or wage earners live in your household - including yourself - who contribute to your total household income?

IF NO OTHER ADULTS / WAGE EARNERS IN THE HOUSEHOLD SKIP TO 55

51. **(IF MORE THAN ONE WORKING ADULT)** Thinking about the adult, other than yourself, with the highest income in the household, how many jobs for pay does (he/she) have in total? _____

52. How many hours does (he/she) typically work for pay each week?

99. DK/REF _____

53. Since your lay-off from (NAME PLANT) has this person needed to:

	YES	NO	DK
1. Begin working	1	2	9
2. Increase their hours of employment	1	2	9
3. Begin working at more than one job	1	2	9

54. With his/her main employer, does he/she get....

	YES	NO	DK
a. Health Insurance Program for his or her self at least partially paid by their employer	1	2	9
b. Paid time off for vacation	1	2	9
c. Paid time off for illness	1	2	9
d. Unpaid time off for illness	1	2	9
e. Paid or unpaid time off for personal or family leave	1	2	9
f. A retirement or long term savings plan (401-K)	1	2	9
g. Training to enhance their skills	1	2	9

Financial Security

55. In the next 12 months, do you think the economic well-being of your household will be

1. Much better

- 2. Somewhat better
- 3. About the same
- 4. Somewhat worse
- 5. Much worse
- 6. REF
- 9. No Opinion/DK

56. Does your household currently have any savings that you could draw upon if needed?

- 1. YES
- 2. NO
- 9. DK/REF

57. Would you say that your household debt, including credit card debt, increased or decreased as a result of the layoff? Was this a large increase/decrease or a small one?

- 1. LARGE DECREASE
- 2. SMALL DECREASE
- 3. NO CHANGE
- 4. SMALL INCREASE
- 5. LARGE INCREASE
- 9. DK/REF

58. Do you think you have ever been denied a good paying job because of...

	YES	NO	DK
1. Your age	1	2	9
2. Your gender	1	2	

Health Insurance

59. How many adults, that is people aged 18 or older, **including yourself**, are there living in your household?

99 DK/REF [PROMPT - THIS INFORMATION IS IMPORTANT IN DETERMINING THE STATUS OF HOUSEHOLDS THAT HAVE EXPERIENCED LAYOFFS.]

60. How many children under the age of 18 living with you in your household?

99 DK/REF [PROMPT - THIS INFORMATION IS IMPORTANT IN DETERMINING THE STATUS OF HOUSEHOLDS THAT HAVE EXPERIENCED LAYOFFS.]

61. So, in total, there are (_____) people in your household. Is that correct?
1. YES
 2. NO ==> **WORK WITH R TO CORRECT DISCREPANCY. MAKE SURE R COUNTS SELF!! [SKIP TO 59]**
 8. DISCREPANCY CANNOT BE RESOLVED
62. Have you - just **yourself** - been **without** health insurance at any time since your lay-off from (NAME PLANT)?
1. YES
 2. NO ==> SKIP TO 64
 9. DK/REF ==> SKIP TO 64
63. Approximately, how many weeks or months have you personally been without health insurance of any type since your lay off from (NAME PLANT)? [RECORD IN WEEKS] _____
64. Do you currently have health insurance **for yourself** of any kind?
1. YES
 2. NO ==> SKIP TO 69
 8. REFUSED ==> SKIP TO 69
 9. DON'T KNOW
65. Is it...
1. Health insurance that your employer provides
 2. Health insurance from other family member policy
 3. Health insurance that you pay for directly ==> SKIP TO 67
 4. Medicaid ==> SKIP TO 68
 5. Medicare ==> SKIP TO 68
 6. CHAMPUS ==> SKIP TO 68
 7. OTHER: _____ ==> SKIP TO 68
 8. REFUSED ==> SKIP TO 69
 9. DON'T KNOW
66. Do you pay for any part of your insurance premium?
1. YES
 2. NO
 9. DK/REF
67. Approximately how much are you required to pay for your health insurance per month? \$ _____ / MONTH

68. How many people does this insurance cover? _____
69. Have any children in your household been **without** health insurance at any time since your lay-off from (**NAME PLANT**), including Medicaid or Cub Care (the new children's health program)?
1. YES.
 2. NO ==> SKIP TO 71
 8. REFUSED ==> SKIP TO 71
 9. DON'T KNOW
70. Are any of the children in your household currently uninsured - meaning they are not covered by any private plan or Medicaid or Cub Care?
1. YES
 2. NO
 9. DK/REF

IF ONLY ADULT IN HOUSEHOLD SKIP TO 73

71. Have any other adult family members in your household been **without** health insurance at any time since your major lay-off?
1. YES
 2. NO ==> SKIP TO 73
 8. REFUSED ==> SKIP TO 73
 9. DON'T KNOW
72. Are other adults in your household currently uninsured, meaning they have no coverage from any private plan or Medicaid?
1. YES
 2. NO
 9. DK/REF
73. Since your lay-off from (**NAME PLANT**), did **anyone** in your household not get or postpone getting any of the following kinds of health care when they needed it due to lack of money?
- | | YES | NO | DK |
|----------------------------|------------|-----------|-----------|
| 1. Medical care or surgery | 1 | 2 | 9 |
| 2. Dental care | 1 | 2 | 9 |

- | | | | | |
|----|--------------------|---|---|---|
| 3. | Mental health care | 1 | 2 | 9 |
| 4. | Prescription drugs | 1 | 2 | 9 |

74. Does anyone in your household have a chronic illness or disability?

- 1. YES
- 2. NO ==> SKIP TO 76
- 9. DK/REF

75. Which household member would that be?

- 1. Respondent
- 2. Other adult
- 3. Your child
- 4. Other Child
- 7. OTHER (SPECIFY _____)

Hardship

Housing

76. What is your housing situation?

- 1. OWN
- 2. RENT
- 3. LIVE WITH OTHERS - PAY
- 4. LIVE WITH OTHERS - NO PAY
- 8. REFUSED ==> SKIP TO 80
- 9. DON'T KNOW

77. Approximately how much is your rent or mortgage, including property taxes and insurance, per month? Do not include any utilities that you pay directly.

\$ _____ per month

- 8. OTHER ARRANGEMENT FOR HOUSING _____
- 9. DK/REF

78. Do you receive any housing subsidies?

- 1. YES
- 2. NO ==> SKIP TO 80

9. DK/REF ==> SKIP TO 80

79. How much does your household pay for housing each month not including any subsidies?

80. Have you had to change your living situation since your lay off from (NAME PLANT) because of money problems? This could include being evicted, moving to a cheaper rental, selling your home.

1. YES

2. NO

9. DK/REF

81. Have you experienced any of the following problems with your housing since your lay-off from (NAME PLANT)?

	YES	NO	DK
1. Notice of foreclosure	1	2	9
2. Actual foreclosure	1	2	9
3. Notice of eviction	1	2	9
4. Actual eviction	1	2	9
5. Ran out of your heating fuel due to lack of money	1	2	9
6. Received a notice that your phone, electricity, or gas was going to be turned off	1	2	9
7. Had your phone, electricity or gas turned off for non-payment	1	2	9

82. What other problems related to your housing have you experienced ?
-

Transportation and Child Care

83. Since your lay-off from (NAME PLANT), has lack of adequate transportation caused you to:

	YES	NO	DK
1. lose pay?	1	2	9
2. fail to get a job?	1	2	9
3. lose a job?	1	2	9

84. Since your lay-off from (NAME PLANT), has a child care-related problem caused you to...

	YES	NO	DK
1. lose pay?	1	2	9
2. fail to get a job?	1	2	9
3. lose a job?	1	2	9

Public Assistance

85. Have you, or any members of your household, received any of the following kinds of public assistance since your lay-off from (NAME PLANT)? [READ LIST]

	YES	NO	DK
1. AFDC/TANF [AID TO FAMILIES WITH DEPENDENT CHILDREN / TEMPORARY ASSISTANCE TO NEEDY FAMILIES]	1	2	9
2. Food Stamps	1	2	9
3. General Assistance from your town	1	2	9
7. Other kinds of public assistance [SPECIFY _____]	1	2	9

Family and Related Personal Problems

86. Has your family suffered from any of the following problems since your lay -ff from (NAME PLANT) ?

		YES	NO	DK
1.	Had your car repossessed due to inability to pay	1	2	9
2.	Been contacted by a collection agency	1	2	9
3.	Had difficulty paying child support	1	2	9
4.	Had to skip meals for a day or more because of lack of money to buy food	1	2	9
5.	Used a food bank or food pantry	1	2	9

Legislative Initiatives

The Maine legislature will be considering a number of issues affecting working families in the next legislative session.

87. What kind of impact would you say each of the following proposals would have on your family: very positive, somewhat positive, somewhat negative, very negative, or no impact at all?

		VP	Pos	N.I.	Neg	VN
PROPOSAL						
1.	Raising the minimum wage	1	2	3	4	5
2.	Making health care available for more uninsured adults					
3.	Reducing the amount of Unemployment benefits	1	2	3	4	5
4.	Increasing the amount of training available for dislocated workers	1	2	3	4	5
5.	Making "peer counselors" available for dislocated workers	1	2	3	4	5
6.	Adding a state earned income tax credit to supplement the federal one	1	2	3	4	5
	(NOTE: THIS IS AN INCOME TAX CREDIT FOR QUALIFYING LOW INCOME FAMILIES WITH CHILDREN)					

88. What else could the legislature do to help working households?
-

Demographics and Income

Lastly, I have a few questions that will help us combine your responses with those of others we survey.

89. What is your zip code? _____

90. Would you describe the area in which you live as urban, suburban, small town, or rural?

1. Urban
2. Suburban
3. Small town
4. Rural
9. DK/NA

91. What is the highest level of education you have completed? (DO NOT READ. CLARIFY AS NEEDED.)

1. ELEMENTARY SCHOOL (GRADES 1-8)
2. SOME HIGH SCHOOL
3. GRADUATED HIGH SCHOOL
4. RECEIVED GED
5. COMMUNITY/TECHNICAL COLLEGE
6. SOME COLLEGE
7. GRADUATED COLLEGE
8. GRADUATE SCHOOL
9. DK/REF

92. In what year were you born? _____

99 DK/REF

93. Are you currently (**READ LIST**):

1. Married and living with your spouse
2. Married, but separated from your spouse
3. Living with another adult who you consider to be a partner
4. Divorced
5. Widowed
6. Never married
7. No other adults in the household
9. REFUSED

94. We would like to know how the lay-off from (NAME PLANT) has affected your household income. What would you estimate was your total household income in the year prior to the lay-off. Please include all wages or self-employment, welfare, unemployment compensation, child support, social security, pension or annuities, and any other sources.
[NOTE: THIS IS GROSS, PRETAX INCOME]

\$ _____ ==> SKIP TO 96

99998 REF ==> SKIP TO 96
99999 DK

95. Since you are unsure, please stop me when I read the range that includes your household's total income from all sources in the year prior to lay off:

- 01. Under \$5,000
- 02. \$5,000 to \$9,999
- 03. \$10,000 to \$14,999
- 04. \$15,000 to \$19,999
- 05. \$20,000 to \$24,999
- 06. \$25,000 to \$29,999
- 07. \$30,000 to \$34,999
- 08. \$35,000 to \$39,999
- 09. \$40,000 to \$44,999
- 10. \$45,000 to \$49,999
- 11. \$50,000 to \$54,999
- 12. \$55,000 to \$59,999
- 13. \$60,000 or greater

98 REF
99 DK

96. What would you estimate was your total household income received in 1998 from all sources?

\$ _____ ==> SKIP TO 99

99998. REF
99999. DK

97. Can you tell me if your household's total income from all sources in 1998 falls below:
(LOOK UP TABLE FOR THE RESPONDENT'S HOUSEHOLD SIZE. SELECT DOLLAR AMOUNT FOR 125%, 150%, 185% AND 200% OF POVERTY.)

- 1. 125%
- 2. 150%
- 3. 185%
- 4. 200%

8. REF ==> SKIP TO 99

9. DK

98. Please stop me when I read the range that includes your household's total income from all sources for 1998:

- 01. Under \$5,000
- 02. \$5,000 to \$9,999
- 03. \$10,000 to \$14,999
- 04. \$15,000 to \$19,999
- 05. \$20,000 to \$24,999
- 06. \$25,000 to \$29,999
- 07. \$30,000 to \$34,999
- 08. \$35,000 to \$39,999
- 09. \$40,000 to \$44,999
- 10. \$45,000 to \$49,999
- 11. \$50,000 to \$54,999
- 12. \$55,000 to \$59,999
- 13. \$60,000 or greater

98 REF

99 DK

99. Would you like to receive information about any legislative initiatives aimed at helping working families?

- 1. YES
- 2. NO ==> SKIP TO 101

100. May I please have your name and address. Please be assured that this information will be held confidential by Market Decisions, the Maine AFL-CIO, and the Maine Center for Economic Policy.

NAME: _____

ADDRESS: _____

PHONE: _____

101. May we contact you again if we have further questions about this survey?

1. YES
2. NO

CLOSING

Thank you for your time!!! You have been extremely helpful and your answers will help develop better policies for Maine's working families.

INTERVIEWER: NOTE AREAS WHERE R WAS PARTICULARLY ARTICULATE:

1. Healthcare
2. Difficult experiences with unemployment insurance
3. Both work but can't make ends meet
4. Multiple lay-offs
5. Particularly compelling case

EMPLOYMENT HISTORY SINCE LAY OFF

1 EMPLOYER NAME	2 NOW AT? Y/N	3 AVG WKLY HOURS	4 PAY/ HR\$	5 HOW MANY WEEKS	6 TYPE OF BUSINESS	7 OCCUPATION	8 JOB TYPE	9 REASON LEFT

TYPES OF BUSINESS

- a. retail
- b. transportation
- c. manufacturing
- d. farming/fishing/forestry
- e. service
- f. wholesale
- g. financial/insurance/real estate
- h. construction
- i. public sector

OCCUPATIONS

- a. professional/managerial
- b. technical, sales, administrative
- c. services
- d. farming/fishing/forestry
- e. precision production/craft/repair
- f. operator/fabricator/laborers/machine operator
- g. transportation/material moving

FEDERAL POVERTY LEVELS (May 1998) - MONTHLY

HOUSE- HOLD SIZE	125%	150%	185%	200%
1	\$839	\$1007	\$1242	\$1342
2	\$1131	\$1357	\$1673	\$1809
3	\$1422	\$1707	\$2105	\$2276
4	\$1714	\$2057	\$2537	\$2742
5	\$2006	\$2407	\$2968	\$3210
6	\$2297	\$2757	\$3400	\$3676
7	\$2589	\$3107	\$3831	\$4142
8	\$2881	\$3457	\$4263	\$4610
Each Additional Person	\$292	\$350	\$432	\$468

FEDERAL POVERTY LEVELS (May 1998) - ANNUAL

HOUSE- HOLD SIZE	125%	150%	185%	200%
1	\$10,068	\$12,084	\$14,892	\$16,104
2	\$13,572	\$16,284	\$20,076	\$21,708
3	\$17,064	\$20,484	\$25,260	\$27,312
4	\$20,568	\$24,684	\$30,432	\$32,904
5	\$24,072	\$28,884	\$35,616	\$38,520
6	\$27,564	\$33,084	\$40,800	\$44,112
7	\$31,068	\$37,284	\$45,972	\$49,704
8	\$34,572	\$41,484	\$51,156	\$55,320
Each Additional Person	\$3,504	\$4,200	\$5,184	\$5,616

Appendix C

The Peer Support Structure

- 1. A Template for Implementing Peer Support Worker Initiatives As Part of the Maine Workforce Development System**
- 2. Job Description: Peer Support Worker**
- 3. Job Description: Peer Support Coordinator**
- 4. Project Partner Responsibilities**

Maine Dislocated Worker Outreach Project

A Template for Implementing Peer Support Worker Initiatives As Part of the Maine Workforce Development System

What We Mean by “Peer Support Worker:”

A peer support worker is a non-managerial worker from a workforce impacted by a significant layoff who has been recommended by his or her union or fellow workers, in accordance with specific selection criteria, to serve as a worker advocate, information source, and connecting link between a specific workplace’s dislocated workers and Maine’s workforce development system. Peer support workers are meant to be a system enhancement and are expected to supplement and complement – and in no way to supplant, displace or replace – existing workers and services.

What Will Trigger the Use of Peer Support Workers:

The use of peer support workers should be considered whenever there is a layoff or plant closing that impacts a significant number of workers (typically 50 or more). Because experience has demonstrated that peer counselors work best in teams (e.g., two or more individuals working together), whenever possible, consideration should also be given to this dynamic when developing a peer support worker project.

When Peer Support Workers Should Begin Their Work – And How Many Are Needed:

Whenever possible, Maine will use a “rapid response” approach to peer support, because typically peer support projects are most effective if the peer support workers are put in place as soon as the notice of the layoff or closing is given to the workers. As a general rule, Maine’s peer support worker-to-laid-off-worker ratio should fall within the range of 1/50 to 1/100. The desired ratio will be impacted by the unique dynamics of the layoff and the needs of the workers (including consideration of any special barriers they may encounter to re-employment).

How Long A Peer Support Worker Project Should Last:

Peer support worker projects may last from a number of months to a number of years, depending on the size, scope and nature of a layoff and whether a downsizing or closing takes place in stages over an extended period of time. In general, a WARN notice should trigger consideration of a peer support approach as well as other RETI activities, and due consideration should be given to the fact that many laid-off workers are in the greatest need of outreach and intervention after their unemployment insurance benefits have been exhausted.

How Peer Support Workers Should Be Selected – And What the Criteria Should Be:

For peer support workers to be most effective, they must have the trust of, and credibility among, their co-workers, and the general workforce should feel a sense of ownership of the peer support project. To help achieve this, peer support workers should actually be recommended by the democratically designated collective bargaining representative (the union) of the workforce or, where there is no union, by the workers as a whole through some democratic process. The following should be among the criteria for peer support worker selection. The successful peer support worker candidate should have: (a) a strong desire to become a peer support worker and to serve as an advocate for his or her peers; (b) excellent listening and communications skills; (c) a reputation for being trusted and respected by one's co-workers; (d) the ability to work as part of a team, to maintain confidentiality, and to be non-judgmental when working with/listening to co-workers.

What the Organizational Structure Should Be For Peer Support Worker Projects:

In order to be most effective, peer support worker projects should involve strong coordination and collaboration with the Maine Department of Labor and its RETI Team as well as with the One-Stop CareerCenter(s) operating in the geographic area to be served and, where applicable, with all impacted unions. While there may be variations in where and how peer support workers carry out their work, based on geographic considerations, the unique circumstances of each layoff, and other considerations, in general, peer support workers will operate under a structure that involves joint input and oversight from the union and from the workforce development system, in accordance with the outline of partner responsibilities developed by the above-mentioned key partners. Where there is no union, worker input should come from some sort of representative worker advisory group.

Maine Dislocated Worker Outreach Project

Job Description – Peer Support Worker

The duties of the Peer Support Worker shall be:

- To attend and be part of any “rapid response” sessions or other group meetings held for the impacted workers.
- To compile a listing (names, addresses and telephone numbers) of all targeted laid-off workers and to maintain contact with and track the progress of those workers as they work through the workforce development system and/or search for suitable replacement employment – such contact will include telephone calls, home visits, and individual and group meetings, as determined to be appropriate by the Peer Support Workers.
- To make contact with each targeted laid-off worker to see how they are doing and to ascertain if it would be helpful or desirable to match the worker with retraining, job readiness or placement, or other support services – with priority given to (a) those who have not attended rapid response sessions; (b) those who do not sign up for further assessment services after such sessions; (c) those who have made no contact with the Peer Support Workers and/or the appropriate CareerCenter; and (d) those who have dropped out of the system after initial contacts.
- To offer assistance to workers in understanding the rules and regulations related to the job training system and to navigate their way through the system.
- To serve as a worker advocate and to help resolve problems and remove obstacles to retraining or job placement, and specifically to help individual workers get back into the system if they have dropped out.
- To communicate with personnel from the Maine Department of Labor and the appropriate CareerCenter about the status of individual workers or about specific worker needs or concerns, and to make suggestions about either individual or systemic activities or techniques that will improve overall services to laid-off workers.
- To prepare progress reports and activity reports in a format requested by project oversight personnel, and to attend community, union, or other meetings as needed to provide project updates.
- To do mailings, publish newsletters, plan group meetings, or arrange any other activities determined to be desirable for meeting the project’s goals.
- To maintain their identity and communications with the union(s) impacted by the targeted layoff for the life of the project, as coordinated with the Maine AFL-CIO, in order to enhance credibility and connections with the targeted workers.
- To meet and report regularly to both Maine AFL-CIO personnel and appropriate CareerCenter personnel (separately and jointly) to assess progress and make refinements that will improve services to laid-off workers.
- To participate in ongoing training and professional development activities that will assist in enhancing Peer Support Worker knowledge and skills, as planned and coordinated by the Maine AFL-CIO.
- To undertake any other worker outreach or advocacy activities necessary to fulfill the goals of the peer support worker project and meet the readjustment and reemployment needs of individual laid-off workers.
- To perform the tasks and duties as assigned and approved by project oversight personnel appropriate to each individual situation and program site.

Maine Dislocated Worker Outreach Project

Job Description – Peer Support Coordinator

The Peer Support Coordinator will be responsible for overseeing the AFL-CIO Statewide Peer Support Worker Project and will be the primary link between the Maine AFL-CIO and the Peer Support Workers who are placed in various work-sites throughout the State of Maine. The Peer Support Coordinator will work under the direct supervision of the Director of the Maine AFL-CIO Rapid Response Program and will work as an integral part of that Program. Additionally, the Peer Support Coordinator will:

- Serve as a liaison to the Maine Department of Labor regarding Peer Support Worker Project activities, under the direction of the Director of the Rapid Response Program of the Maine AFL-CIO.
- Serve as an integral part of all joint Maine AFL-CIO, Maine Department of Labor, and CareerCenter planning, oversight and assessment teams or working groups responsible for the implementation of dislocated worker peer support activities throughout the State of Maine.
- Work closely with the Maine AFL-CIO Rapid Response Program to get peer support workers approved and working as quickly as possible (preferably before the RETI sessions occur) – in accordance with the principle that early placement of peer support workers is highly desirable. This will include:
 - ✓ After the announcement of a significant plant closing or worker dislocation, doing necessary follow up work with impacted unions to develop a specific peer support project proposal and initial budget (and, whenever multiple unions are involved at one work-site, bringing those unions together in a joint project);
 - ✓ When necessary, communicating with the Maine Department of Labor to attain approval for each such project;
 - ✓ Once approval has been attained, working with the impacted union(s) to develop a peer support worker selection mechanism and selecting the most appropriate peer support workers from among the impacted workforce;
 - ✓ Working closely with all peer support workers and their host CareerCenter to ensure that both the peer support workers and the CareerCenter staff have all the information and tools necessary to begin their joint work and to ensure that the peer support workers are effectively integrated into the site or system within which they are working; and ensure that all necessary communications and administrative links are in place to fully integrate all union peer support workers into the Maine AFL-CIO administrative and staff structure.
- Develop, plan and schedule an ongoing training and staff development program for all peer support workers working within the Maine AFL-CIO system, such training to consist of: (1) initial orientation for all new peer support workers; (2) ongoing education and information-sharing about peer support issues and techniques; (3) introduction to and referral techniques for available community services and union services; (4) worker rights, problem-solving within the unemployment insurance system; (5) how the Maine workforce development and CareerCenter systems work; and (6) additional topics as needed and appropriate.
- Schedule and conduct, at a minimum, monthly networking meetings of all union peer support workers currently working within the State of Maine (at the request of the Maine Department of Labor and by

mutual consent, such networking sessions may also include non-union peer support workers currently working within Maine).

- Work with the Maine Department of Labor to develop uniform record-keeping and reporting procedures for peer support worker outreach activities; and work with all peer support workers, in collaboration with appropriate CareerCenter contacts, to implement these reporting procedures at all peer support worker project sites.
- Visit all Maine AFL-CIO peer support workers at their individual work sites and confer with both the peer support workers and CareerCenter staff about how individual projects are progressing.
- Serve as the Maine AFL-CIO's primary point of contact for both peer support workers and CareerCenter staff for problem-solving and project-specific fine tuning.
- Maintain contact, as deemed necessary by the Maine AFL-CIO, with union leaders from the individual unions which are involved in dislocated worker peer support worker projects. This may be done individually or by periodic group meetings.
- Schedule project-specific joint oversight/progress assessment meetings on a regular basis (at a minimum, every 6-8 weeks) involving all project partners.
- Submit consolidated reports to the Maine Department of Labor (and any other funding entities as needed), with copies to project partners as appropriate, detailing the progress of individual, layoff-specific peer support projects.
- Undertake any other activities necessary, as determined by his/her supervisor, to carry out a successful dislocated worker peer support initiative in collaboration with the Maine AFL-CIO, the Maine Department of Labor and the workforce development system.
- Report unresolved issues and problems with the CareerCenters and/or the peer support workers to his/her supervisor.
- Foster collaboration between the Maine AFL-CIO and the Maine Department of Labor.

Maine Dislocated Worker Outreach Project

Project Partners Responsibilities

Maine Department of Labor Responsibilities

- To authorize peer support sites and fund the work at each site.
- To provide information to all SDA and One Stop CareerCenter staff serving laid-off workers about the availability of the peer support workers and their role within the system.
- To work with the Department of Labor's CareerCenters to integrate peer support workers into the system.
- To work with the Maine AFL-CIO to set overall goals and priorities for the peer support worker initiative.
- To work with the Maine AFL-CIO to develop uniform record keeping and reporting procedures.
- To work with the Maine AFL-CIO to develop evaluation procedures.
- To cooperate with the Maine AFL-CIO to schedule periodic monitoring and oversight meetings for the peer support worker initiative.

Maine AFL-CIO Responsibilities

- To recommend peer support sites.
- To select peer support workers in conjunction with the impacted unions.
- To hire and train the peer support workers.
- To terminate the employment of each peer support worker when his or her services are no longer necessary.
- To report to the Maine DOL and resolve any issues and problems with the CareerCenters and/or the peer support workers that are not resolved at a lower level.
- To work with the Maine DOL to set overall goals and priorities for the peer support worker initiative.
- To work with the Maine DOL to develop uniform record keeping and reporting procedures.
- To work with the Maine DOL to develop evaluation procedures.
- To cooperate with the Maine DOL to schedule periodic monitoring and oversight meetings for the initiative.
- To communicate with the peer support workers, the CareerCenter and the Maine DOL about the duties and responsibilities (from the agreed upon overall list of peer support worker responsibilities) that will be given priority at each separate work site.

CareerCenter Responsibilities

- To provide information to all One Stop CareerCenter staff about the peer support workers and their role within the system.
- To ensure that the work of peer support workers can dovetail with the existing system.
- To provide working space, resources, equipment and staff support for the peer support workers.
- To provide the peer support workers with lists and status reports about where the impacted workers are within the system.
- To work collaboratively with the peer support workers on resolving problems encountered by impacted workers as they work their way through the system.
- To work in partnership with the Maine AFL-CIO on offering needed training and developing the systems and procedures necessary to make the peer support worker component a success.
- To appoint a CareerCenter Project Administrator for each specific project to provide the daily project implementation.
- To meet jointly with the Maine AFL-CIO Rapid Response Program Director and the Maine AFL-CIO Peer Support Worker Coordinator, on a regular basis for informal project assessment and fine-tuning.
- To work with the Maine AFL-CIO Rapid Response Program Director and the Maine AFL-CIO Peer Support Worker Coordinator on joint problem solving where needed.

Appendix D

Labor Market Information: Maine Employment Projections – and Education and Training Requirements – to 2006, By Occupational Title

**State of Maine - Labor Market Information Employment Projections - and Education and Training Requirements - to 2006,
By Occupation Title**

OES Code	Occupational Title	Average Annual Employment		Change in Employment		Average Annual Openings			Education/Training Requirement
		1996	2006	Net	Percent	Growth	Replace- ment	Total	
85326	Aircraft Engine Specialists	78	83	5	6.4%	1	2	3	Postsecondary vocational training
85323	Aircraft Mechanics	157	170	13	8.3%	1	4	5	Postsecondary vocational training
85302	Automotive Mechanics	5,147	5,700	553	10.7%	55	134	189	Postsecondary vocational training
68002	Barbers	253	222	-31	-12.3%	-3	8	8	Postsecondary vocational training
34028	Broadcast Technicians	185	209	24	13.0%	2	5	7	Postsecondary vocational training
85502	Central Off/PBX Instrs/Rprs	203	182	-21	-10.3%	-2	4	4	Postsecondary vocational training
85599	Communic Equip Mechs, NEC	102	97	-5	-4.9%	-1	2	2	Postsecondary vocational training
25108	Computer Programmer Aides	185	189	4	2.2%	0	6	6	Postsecondary vocational training
56021	Data Entry Keyers, Composing	54	27	-27	-50.0%	-3	0	0	Postsecondary vocational training
56017	Data Entry Keyers, Exc Composing	1,406	1,477	71	5.0%	7	7	14	Postsecondary vocational training
85705	Data Processing Eqp Reprs	279	366	87	31.2%	9	9	18	Postsecondary vocational training
22514	Drafters	1,544	1,453	-91	-5.9%	-9	31	31	Postsecondary vocational training
85708	Elec Home Entertain Eqp Rprs	209	169	-40	-19.1%	-4	4	4	Postsecondary vocational training
85714	Elect Motor, Transfor Rprs	137	164	27	19.7%	3	3	6	Postsecondary vocational training
85728	Electrical Installers/Rprs	75	89	14	18.7%	1	2	3	Postsecondary vocational training
85717	Electronics Reprs, Commerc/Ind	229	177	-52	-22.7%	-5	5	5	Postsecondary vocational training
39014	Embalmers	26	29	3	11.5%	0	1	1	Postsecondary vocational training
32508	Emergency Medical Technicians	989	1,372	383	38.7%	38	19	57	Postsecondary vocational training
22517	Estimators, Drafters, Utilities	21	19	-2	-9.5%	0	0	0	Postsecondary vocational training
39011	Funeral Directors & Morticians	178	196	18	10.1%	2	4	6	Postsecondary vocational training
68005	Hairdressers & Hairstylists	2,920	3,178	258	8.8%	26	78	104	Postsecondary vocational training
89123	Jewelers & Silversmiths	262	286	24	9.2%	2	5	7	Postsecondary vocational training
55102	Legal Secretaries	1,429	1,562	133	9.3%	13	25	38	Postsecondary vocational training
32505	Licensed Practical Nurses	3,252	3,779	527	16.2%	53	69	122	Postsecondary vocational training

**State of Maine - Labor Market Information Employment Projections - and Education and Training Requirements - to 2006,
By Occupation Title**

OES Code	Occupational Title	Average Annual Employment		Change in Employment		Average Annual Openings			Education/Training Requirement
		1996	2006	Net	Percent	Growth	Replace- ment	Total	
68008	Manicurists	32	43	11	34.4%	1	1	2	Postsecondary vocational training
55105	Medical Secretaries	1,434	1,824	390	27.2%	39	25	64	Postsecondary vocational training
85514	Radio Mechanics	44	43	-1	-2.3%	0	1	1	Postsecondary vocational training
43008	Sales Agents, Real Estate	760	793	33	4.3%	3	12	15	Postsecondary vocational training
55108	Secretaries, Ex Legal or Med	11,597	11,516	-81	-0.7%	-8	202	202	Postsecondary vocational training
85511	Signal/Track Switch Maints	18	21	3	16.7%	0	0	0	Postsecondary vocational training
85726	Station Intlr/Reprs, Telephone	38	8	-30	-78.9%	-3	1	1	Postsecondary vocational training
55302	Stenographers	397	408	11	2.8%	1	7	8	Postsecondary vocational training
32928	Surgical Technologists	338	577	239	70.7%	24	7	31	Postsecondary vocational training
22521	Surveying/Mapping Techns	246	254	8	3.3%	1	5	6	Postsecondary vocational training
22311	Survey/Mapping Scientists	246	261	15	6.1%	2	5	7	Postsecondary vocational training
43021	Travel Agents	462	565	103	22.3%	10	10	20	Postsecondary vocational training
93914	Welders & Cutters	1,490	1,570	80	5.4%	8	38	46	Postsecondary vocational training
93102	Aircraft Struct Assemblers, Prec	15	17	2	13.3%	0	0	0	Work experience in a related occupation
79016	Animal Trainers	8	10	2	25.0%	0	0	0	Work experience in a related occupation
43005	Brokers, Real Estate	743	817	74	10.0%	7	12	19	Work experience in a related occupation
97502	Captains	75	83	8	10.7%	1	3	4	Work experience in a related occupation
77002	Captains & Officers, Fish Vessel	55	64	9	16.4%	1	1	2	Work experience in a related occupation
51002	Clerical Supervisors	6,359	7,472	1,113	17.5%	111	148	259	Work experience in a related occupation
21908	Construction, Bldg Inspectors	209	223	14	6.7%	1	6	7	Work experience in a related occupation
81099	Const/Related Supervs, NEC	710	786	76	10.7%	8	15	23	Work experience in a related occupation
89505	Custom Tailors & Sewers	373	301	-72	-19.3%	-7	5	5	Work experience in a related occupation
93111	Electromechanic Eq Assemblrs	89	96	7	7.9%	1	2	3	Work experience in a related occupation
93114	Elec/Electronic Equip Assem, Pre	763	829	66	8.7%	7	18	25	Work experience in a related occupation
61002	Fire Fightng/Prevent Supervrs	347	345	-2	-0.6%	0	12	12	Work experience in a related occupation
63002	Fire Inspectors	30	30	0	0.0%	0	1	1	Work experience in a related occupation

**State of Maine - Labor Market Information Employment Projections - and Education and Training Requirements - to 2006,
By Occupation Title**

OES Code	Occupational Title	Average Annual Employment		Change in Employment		Average Annual Openings			Education/Training Requirement
		1996	2006	Net	Percent	Growth	Replace- ment	Total	
72002	First Line Superv: Ag,Forest,Fis	370	350	-20	-5.4%	-2	9	9	Work experience in a related occupation
81005	First Line Superv: Const,Extrac	2,768	2,893	125	4.5%	13	60	73	Work experience in a related occupation
81017	First Line Superv: Help Laborers	535	566	31	5.8%	3	12	15	Work experience in a related occupation
81002	First Line Superv: Mech.&Repair	2,325	2,300	-25	-1.1%	-3	48	48	Work experience in a related occupation
81008	First Line Superv: Production	3,272	3,125	-147	-4.5%	-15	77	77	Work experience in a related occupation
81011	First Line Superv: Transport	535	540	5	0.9%	1	11	12	Work experience in a related occupation
93108	Fitters, Struct Metal, Precision	83	84	1	1.2%	0	2	2	Work experience in a related occupation
15026	Food Service & Lodging Mgrs	4,199	5,160	961	22.9%	96	89	185	Work experience in a related occupation
68017	Guides	108	129	21	19.4%	2	2	4	Work experience in a related occupation
21911	Inspectors & Compliance Offics	1,038	1,048	10	1.0%	1	17	18	Work experience in a related occupation
83099	Inspectors, Testers, NEC	168	185	17	10.1%	2	3	5	Work experience in a related occupation
83002	Inspectrs/Testrs/Gradrs, Prec	430	366	-64	-14.9%	-6	7	7	Work experience in a related occupation
61008	Institut Cleaning Supervrs	528	571	43	8.1%	4	13	17	Work experience in a related occupation
31317	Instructors, Adult (Non-VocEd)	1,825	2,331	506	27.7%	51	17	68	Work experience in a related occupation
15032	Lawn Service Managers	190	214	24	12.6%	2	3	5	Work experience in a related occupation
97305	Locomotive Engineers	52	73	21	40.4%	2	1	3	Work experience in a related occupation
93105	Machine Builder/ Assemblers, Prec	82	90	8	9.8%	1	2	3	Work experience in a related occupation
41002	Marketing/Sales Supervisors	11,948	13,313	1,365	11.4%	137	191	328	Work experience in a related occupation
97505	Mates: Ship, Boat & Barge	26	30	4	15.4%	0	1	1	Work experience in a related occupation
15021	Mining & Related Managers	2	2	0	0.0%	0	0	0	Work experience in a related occupation
53105	New Accts Clerks, Banking	497	516	19	3.8%	2	14	16	Work experience in a related occupation
15031	Nursery & Greenhouse Mgrs	283	319	36	12.7%	4	4	8	Work experience in a related occupation
63011	Police Detectives	227	243	16	7.0%	2	8	10	Work experience in a related occupation
61005	Police/Detective Supervrs	463	449	-14	-3.0%	-1	16	16	Work experience in a related occupation
15002	Postmasters, Mail Superintend	428	434	6	1.4%	1	9	10	Work experience in a related occupation
93197	Precision Assemblers, NEC	97	121	24	24.7%	2	2	4	Work experience in a related occupation

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83005	Production Inspectors, Graders	1,854	1,706	-148	-8.0%	-15	36	36	Work experience in a related occupation
25111	Programmers: Numerical, Tool	39	42	3	7.7%	0	1	1	Work experience in a related occupation
21305	Purchas Agts & Buyers, Farm	216	228	12	5.6%	1	6	7	Work experience in a related occupation
97308	Rail Yard Engners, Dinkey Oprs	7	7	0	0.0%	0	0	0	Work experience in a related occupation
97317	RR Brake, Signal, Switch Oprs	136	129	-7	-5.1%	-1	3	3	Work experience in a related occupation
97302	RR Conductors & Yardmasters	25	32	7	28.0%	1	1	2	Work experience in a related occupation
61099	Service Supervisors, NEC	2,392	2,708	316	13.2%	32	57	89	Work experience in a related occupation
69999	Service Workers, NEC	697	725	28	4.0%	3	18	21	Work experience in a related occupation
97521	Ship Engineers	6	6	0	0.0%	0	0	0	Work experience in a related occupation
97508	Ship Pilots	1	1	0	0.0%	0	0	0	Work experience in a related occupation
72008	Supervisors, Farm Workers	72	75	3	4.2%	0	1	1	Work experience in a related occupation
75015	Supervisors, Related Agric Occs	14	14	0	0.0%	0	0	0	Work experience in a related occupation
31314	Teachers & Instructors, VocED	2,786	3,095	309	11.1%	31	25	56	Work experience in a related occupation
83008	Transportation Inspectors	22	22	0	0.0%	0	0	0	Work experience in a related occupation
39002	Air Traffic Controllers	106	100	-6	-5.7%	-1	3	3	Long-term on-the-job training
34017	Announcers, Radio & TV	264	266	2	0.8%	0	11	11	Long-term on-the-job training
85305	Automotive Body Repairers	772	832	60	7.8%	6	24	30	Long-term on-the-job training
95023	Auxiliary Equip Oprs, Power	9	11	2	22.2%	0	0	0	Long-term on-the-job training
89135	Boilermakers	164	129	-35	-21.3%	-4	3	3	Long-term on-the-job training
87302	Brick Masons	702	787	85	12.1%	9	11	20	Long-term on-the-job training
34014	Broadcast News Analysts	48	48	0	0.0%	0	2	2	Long-term on-the-job training
85311	Bus, Truck, Diesel Eng Mechs	1,670	1,721	51	3.1%	5	35	40	Long-term on-the-job training
65023	Butchers & Meatcutters, Retail	798	704	-94	-11.8%	-9	21	21	Long-term on-the-job training
89311	Cabinetmakers/Bench Carpent	777	922	145	18.7%	15	8	23	Long-term on-the-job training
89713	Camera Operators	51	45	-6	-11.8%	-1	1	1	Long-term on-the-job training
87102	Carpenters	8,259	8,733	474	5.7%	47	146	193	Long-term on-the-job training

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95008	Chemical Plant & System Ops	152	159	7	4.6%	1	4	5	Long-term on-the-job training
85947	Coin & Vending Machine Srvcs	104	109	5	4.8%	1	2	3	Long-term on-the-job training
89702	Compositors & Typesetters	45	24	-21	-46.7%	-2	1	1	Long-term on-the-job training
87311	Concrete & Terrazzo Finishers	269	280	11	4.1%	1	7	8	Long-term on-the-job training
65028	Cooks, Institution/Cafe	2,240	2,427	187	8.3%	19	53	72	Long-term on-the-job training
65026	Cooks, Restaurant	3,927	4,585	658	16.8%	66	93	159	Long-term on-the-job training
63017	Correction Officers	1,179	1,405	226	19.2%	23	18	41	Long-term on-the-job training
89921	Dental Lab Technicians	334	345	11	3.3%	1	8	9	Long-term on-the-job training
89911	Design Decorators, Detail	7	7	0	0.0%	0	0	0	Long-term on-the-job training
89707	Desktop Publishing Specialists	120	220	100	83.3%	10	2	12	Long-term on-the-job training
89521	Dyers, Precision	34	24	-10	-29.4%	-1	1	1	Long-term on-the-job training
85711	Elec Home Appl/Power Tool Rprs	213	200	-13	-6.1%	-1	5	5	Long-term on-the-job training
85911	Elect Meter Installers/Rprs	77	47	-30	-39.0%	-3	2	2	Long-term on-the-job training
85723	Elect Powerline Intlrs/Rprs	372	308	-64	-17.2%	-6	8	8	Long-term on-the-job training
87202	Electricians	3,234	3,279	45	1.4%	5	68	73	Long-term on-the-job training
85799	Electric/Electro Eq Mechs,NEC	226	266	40	17.7%	4	5	9	Long-term on-the-job training
85908	Electromedical/Biomed Eqp Rprs	33	37	4	12.1%	0	1	1	Long-term on-the-job training
85932	Elevator Installers & Repairers	23	24	1	4.3%	0	1	1	Long-term on-the-job training
89128	Etchers/Engravers, Precision	25	28	3	12.0%	0	0	0	Long-term on-the-job training
85321	Farm Equipment Mechanics	204	186	-18	-8.8%	-2	4	4	Long-term on-the-job training
71002	Farmers	3,700	3,400	-300	-8.1%	-30	70	70	Long-term on-the-job training
63008	Fire Fighters	1,110	1,144	34	3.1%	3	44	47	Long-term on-the-job training
89808	Food Batchmakers	25	29	4	16.0%	0	1	1	Long-term on-the-job training
89902	Foundry Mold & Core Makers	5	4	-1	-20.0%	0	0	0	Long-term on-the-job training
89314	Furniture Finishers	173	190	17	9.8%	2	3	5	Long-term on-the-job training
85944	Gas Appliance Repairers	76	77	1	1.3%	0	2	2	Long-term on-the-job training

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95005	Gas Plant Operators	12	34	22	183.3%	2	0	2	Long-term on-the-job training
95017	Gaugers	3	3	0	0.0%	0	0	0	Long-term on-the-job training
87811	Glaziers	180	200	20	11.1%	2	4	6	Long-term on-the-job training
93911	Glaziers, Manufacturing	36	39	3	8.3%	0	1	1	Long-term on-the-job training
89126	Hand Wkrs, Jewelry, Precision	41	37	-4	-9.8%	0	1	1	Long-term on-the-job training
85902	Heat, A/C, Refrig Mechanics	1,473	1,678	205	13.9%	21	34	55	Long-term on-the-job training
85110	Industrial Machinery Mechanics	961	1,058	97	10.1%	10	21	31	Long-term on-the-job training
89105	Instrument Makers, Precision	4	4	0	0.0%	0	0	0	Long-term on-the-job training
53302	Insur Adjusters, Examiners	624	771	147	23.6%	15	8	23	Long-term on-the-job training
53305	Insur Apprais, Auto Damag	17	18	1	5.9%	0	0	0	Long-term on-the-job training
53308	Insurance Examining Clerks	21	24	3	14.3%	0	0	0	Long-term on-the-job training
89705	Job Printers	36	42	6	16.7%	1	1	2	Long-term on-the-job training
89117	Layout Wkrs, Metal, Precision	9	10	1	11.1%	0	0	0	Long-term on-the-job training
89719	Litho, Photengrv Wkrs, NEC	9	10	1	11.1%	0	0	0	Long-term on-the-job training
85118	Mach Mechanics: Water/Power	300	310	10	3.3%	1	7	8	Long-term on-the-job training
85128	Machinery Maintenance Wrks	418	427	9	2.2%	1	9	10	Long-term on-the-job training
85119	Machinery Mechanics, NEC	1,279	1,258	-21	-1.6%	-2	28	28	Long-term on-the-job training
85116	Machinery Mechanics: Marine	243	243	0	0.0%	0	5	5	Long-term on-the-job training
85113	Machinery Mechanics: Sewing	84	76	-8	-9.5%	-1	2	2	Long-term on-the-job training
85112	Machinery Mechanics: Textile	203	212	9	4.4%	1	4	5	Long-term on-the-job training
89108	Machinists	2,125	2,037	-88	-4.1%	-9	47	47	Long-term on-the-job training
85132	Maintenance Repairers, Gen Util	5,547	6,272	725	13.1%	73	113	186	Long-term on-the-job training
85928	Mechanical Control Instals/Rprs	22	46	24	109.1%	2	1	3	Long-term on-the-job training
85999	Mechanics, Installers, Rprs,NEC	830	924	94	11.3%	9	15	24	Long-term on-the-job training
89923	Medical Appliance Makers	7	7	0	0.0%	0	0	0	Long-term on-the-job training
85956	Menders, Garments & Linens	19	19	0	0.0%	0	0	0	Long-term on-the-job training

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85123	Millwrights	1,089	1,061	-28	-2.6%	-3	25	25	Long-term on-the-job training
85314	Mobile Heavy Equipment Mechs	801	829	28	3.5%	3	18	21	Long-term on-the-job training
85938	Mobile Home Repairers	205	243	38	18.5%	4	4	8	Long-term on-the-job training
89905	Molders & Shapers, Ex Jewelry	56	58	2	3.6%	0	1	1	Long-term on-the-job training
85308	Motorcycle Repairers	145	145	0	0.0%	0	4	4	Long-term on-the-job training
34047	Music Directors/Singers/Rel	198	262	64	32.3%	6	3	9	Long-term on-the-job training
85921	Musical Instrument Repairers	32	34	2	6.3%	0	1	1	Long-term on-the-job training
34051	Musicians, Instrumental	288	393	105	36.5%	11	4	15	Long-term on-the-job training
85926	Office Mach, Register Servicers	241	259	18	7.5%	2	7	9	Long-term on-the-job training
89917	Optical Goods Wkrs, Prec	22	25	3	13.6%	0	0	0	Long-term on-the-job training
32514	Opticians, Dispensing/Measuring	164	193	29	17.7%	3	4	7	Long-term on-the-job training
89706	Paste-up Workers	72	18	-54	-75.0%	-5	1	1	Long-term on-the-job training
89305	Pattern Markers, Wood	2	3	1	50.0%	0	0	0	Long-term on-the-job training
89114	Pattern & Model Makers	3	3	0	0.0%	0	0	0	Long-term on-the-job training
89502	Patternmakers, Layout Wkrs	69	68	-1	-1.4%	0	1	1	Long-term on-the-job training
89908	Patternmakers, Model Makers	19	15	-4	-21.1%	0	0	0	Long-term on-the-job training
89302	Pattern/Model Makers, Wood	34	34	0	0.0%	0	1	1	Long-term on-the-job training
89712	Photoengravers	6	4	-2	-33.3%	0	0	0	Long-term on-the-job training
95099	Plant & System Occs, NEC	373	375	2	0.5%	0	9	9	Long-term on-the-job training
87317	Plasterers	30	35	5	16.7%	1	1	2	Long-term on-the-job training
89718	Platemakers	38	35	-3	-7.9%	0	1	1	Long-term on-the-job training
87502	Plumbers/Pipefitters/Steamfitters	2,667	2,695	28	1.0%	3	58	61	Long-term on-the-job training
63014	Police Patrol Officers	1,532	1,760	228	14.9%	23	53	76	Long-term on-the-job training
95028	Power Distributors & Dispatchers	123	105	-18	-14.6%	-2	3	3	Long-term on-the-job training
95021	Power Generating Plant Operators	198	169	-29	-14.6%	-3	5	5	Long-term on-the-job training
95026	Power Reactor Operators	42	34	-8	-19.0%	-1	1	1	Long-term on-the-job training

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85721	Power, Substation, Electric	55	48	-7	-12.7%	-1	1	1	Long-term on-the-job training
89899	Prec Food, Tobac Wkrs, NEC	1	1	0	0.0%	0	0	0	Long-term on-the-job training
85905	Precision Instrum Repairers	253	230	-23	-9.1%	-2	6	6	Long-term on-the-job training
89199	Precision Metal Wkrs	141	135	-6	-4.3%	-1	3	3	Long-term on-the-job training
89799	Precision Print Wkrs, NEC	3	3	0	0.0%	0	0	0	Long-term on-the-job training
89599	Precision Textile Wkrs, NEC	102	83	-19	-18.6%	-2	1	1	Long-term on-the-job training
89399	Precision Woodworkers	234	239	5	2.1%	1	5	6	Long-term on-the-job training
89999	Precision Workers, NEC	291	266	-25	-8.6%	-3	7	7	Long-term on-the-job training
89517	Pressers, Delicate Fabric	47	50	3	6.4%	0	1	1	Long-term on-the-job training
34056	Producers, Directors, Actors	285	341	56	19.6%	6	6	12	Long-term on-the-job training
85317	Rail Car Repairers	67	77	10	14.9%	1	1	2	Long-term on-the-job training
87314	Reinforcing Metal Workers	30	29	-1	-3.3%	0	1	1	Long-term on-the-job training
85935	Riggers	270	231	-39	-14.4%	-4	5	5	Long-term on-the-job training
87908	Rock Splitters, Quarry	1	1	0	0.0%	0	0	0	Long-term on-the-job training
89715	Scanner Operators	40	42	2	5.0%	0	1	1	Long-term on-the-job training
63032	Sheriffs & Deputy Sheriffs	197	212	15	7.6%	2	4	6	Long-term on-the-job training
89121	Shipfitters	475	475	0	0.0%	0	9	9	Long-term on-the-job training
89511	Shoe & Leather Workers	1,116	755	-361	-32.3%	-36	13	13	Long-term on-the-job training
89802	Slaughterers & Butchers	4	4	0	0.0%	0	0	0	Long-term on-the-job training
85328	Small Engine Specialists	292	317	25	8.6%	3	7	10	Long-term on-the-job training
95032	Stationary Engineers	155	130	-25	-16.1%	-3	3	3	Long-term on-the-job training
87305	Stone Masons	7	7	0	0.0%	0	0	0	Long-term on-the-job training
89717	Strippers, Printing	87	25	-62	-71.3%	-6	1	1	Long-term on-the-job training
87814	Structural Metal Workers	115	114	-1	-0.9%	0	3	3	Long-term on-the-job training
85702	Telephone/Cable TV Instlr/Rprs	995	1,126	131	13.2%	13	20	33	Long-term on-the-job training
89111	Tool Grinders/Filers/Sharpenrs	167	164	-3	-1.8%	0	3	3	Long-term on-the-job training

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89102	Tool & Die Makers	272	246	-26	-9.6%	-3	4	4	Long-term on-the-job training
89508	Upholsterers	170	155	-15	-8.8%	-2	2	2	Long-term on-the-job training
85917	Watchmakers	30	28	-2	-6.7%	0	1	1	Long-term on-the-job training
95002	Water & Waste Treat Plant Ops	793	887	94	11.9%	9	12	21	Long-term on-the-job training
89308	Wood Machinists	246	258	12	4.9%	1	2	3	Long-term on-the-job training
87702	Air Hammer Operators	39	43	4	10.3%	0	1	1	Moderate-term on-the-job training
65021	Bakers, Bread & Pastry	1,456	1,818	362	24.9%	36	35	71	Moderate-term on-the-job training
89805	Bakers, Manufacturing	373	359	-14	-3.8%	-1	9	9	Moderate-term on-the-job training
85951	Bicycle Repairers	81	103	22	27.2%	2	2	4	Moderate-term on-the-job training
92546	Bindery Machine Operators	228	253	25	11.0%	3	3	6	Moderate-term on-the-job training
92525	Bindery Machine Setters	95	105	10	10.5%	1	1	2	Moderate-term on-the-job training
87905	Blasters & Explosive Workers	50	53	3	6.0%	0	1	1	Moderate-term on-the-job training
92926	Boiler Operators & Tenders	371	274	-97	-26.1%	-10	7	7	Moderate-term on-the-job training
89721	Bookbinders	16	15	-1	-6.3%	0	0	0	Moderate-term on-the-job training
55338	Bookkpng, Acctng, Audit Clks	10,433	10,003	-430	-4.1%	-43	175	175	Moderate-term on-the-job training
97802	Bridge/Lock/Lighthouse Tenders	25	25	0	0.0%	0	1	1	Moderate-term on-the-job training
53128	Brokerage Clerks	66	83	17	25.8%	2	1	3	Moderate-term on-the-job training
97108	Bus Drivers, Ex School	334	372	38	11.4%	4	4	8	Moderate-term on-the-job training
34026	Camera Operators, TV	66	76	10	15.2%	1	1	2	Moderate-term on-the-job training
85914	Camera & Photographic Rprs	40	50	10	25.0%	1	1	2	Moderate-term on-the-job training
87602	Carpet Installers	161	187	26	16.1%	3	5	8	Moderate-term on-the-job training
87105	Ceiling Tile Instls/Acoust Crptrs	39	42	3	7.7%	0	1	1	Moderate-term on-the-job training
92956	Cement/Gluing Machine Oprs	284	208	-76	-26.8%	-8	7	7	Moderate-term on-the-job training
57108	Central Office Operators	43	20	-23	-53.5%	-2	1	1	Moderate-term on-the-job training
92935	Chem Eqp Controllers/Oprs	204	181	-23	-11.3%	-2	5	5	Moderate-term on-the-job training
92938	Chemical Equipment Tenders	141	124	-17	-12.1%	-2	4	4	Moderate-term on-the-job training

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92958	Cleaning/Pickling Equip Oprs	106	87	-19	-17.9%	-2	3	3	Moderate-term on-the-job training
91508	Combin Mach Tool Oprs/Tndrs	156	190	34	21.8%	3	3	6	Moderate-term on-the-job training
91505	Combin Mach Tool Setters	87	94	7	8.0%	1	2	3	Moderate-term on-the-job training
57199	Communication Operators, NEC	24	15	-9	-37.5%	-1	0	0	Moderate-term on-the-job training
56011	Computer Operators, Exc Periphrl	939	680	-259	-27.6%	-26	15	15	Moderate-term on-the-job training
87999	Const & Extractive Wrkrs	349	398	49	14.0%	5	7	12	Moderate-term on-the-job training
87899	Construction Trades Workers, NEC	508	542	34	6.7%	3	13	16	Moderate-term on-the-job training
97951	Conveyor Operators/Tenders	534	484	-50	-9.4%	-5	14	14	Moderate-term on-the-job training
92917	Cooking Mach Oprs Food/Tob	85	92	7	8.2%	1	2	3	Moderate-term on-the-job training
62021	Cooks, Private Household	89	40	-49	-55.1%	-5	2	2	Moderate-term on-the-job training
92928	Cool/Freez Eqp Operators	16	16	0	0.0%	0	0	0	Moderate-term on-the-job training
97944	Crane & Tower Operators	253	254	1	0.4%	0	4	4	Moderate-term on-the-job training
92965	Crush/Mix Mach Oprs/Tndrs	910	836	-74	-8.1%	-7	23	23	Moderate-term on-the-job training
92944	Cut/Slice Mach Oprs/Tndrs	621	598	-23	-3.7%	-2	14	14	Moderate-term on-the-job training
92941	Cut/Slice Mach Setters	174	149	-25	-14.4%	-3	4	4	Moderate-term on-the-job training
92932	Dairy Proces Eqp Oprs/Setrs	43	36	-7	-16.3%	-1	1	1	Moderate-term on-the-job training
49032	Demos, Promoters, Models	263	316	53	20.2%	5	7	12	Moderate-term on-the-job training
66002	Dental Assistants	685	898	213	31.1%	21	17	38	Moderate-term on-the-job training
63035	Detectives, Except Public	98	106	8	8.2%	1	2	3	Moderate-term on-the-job training
57105	Directory Assistance Operators	235	108	-127	-54.0%	-13	4	4	Moderate-term on-the-job training
58005	Dispatchers, Exc Police/Fire/Amb	558	594	36	6.5%	4	8	12	Moderate-term on-the-job training
58002	Dispatchers: Police/Fire/Ambu	879	924	45	5.1%	5	13	18	Moderate-term on-the-job training
91108	Drilling/Bore Mach Sttrs/Ops	139	119	-20	-14.4%	-2	3	3	Moderate-term on-the-job training
87108	Drywall Installers	353	378	25	7.1%	3	11	14	Moderate-term on-the-job training
87902	Earth Drillers, Ex Oil & Gas	108	114	6	5.6%	1	2	3	Moderate-term on-the-job training
32926	EKG Technicians	50	36	-14	-28.0%	-1	1	1	Moderate-term on-the-job training

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91917	Electrolytic Plat Sttrs/Ops, M/P	29	34	5	17.2%	1	1	2	Moderate-term on-the-job training
91921	Electrolytic Plating Ops,M/P	33	38	5	15.2%	1	1	2	Moderate-term on-the-job training
32923	Electroneurodiagnostic Techns	37	53	16	43.2%	2	1	3	Moderate-term on-the-job training
92902	Electronic Semiconductors	833	821	-12	-1.4%	-1	16	16	Moderate-term on-the-job training
97923	Excavation/Loading Mach Opr	983	1,114	131	13.3%	13	18	31	Moderate-term on-the-job training
91311	Extrude/Draw Setrs/Oprs M/P	79	73	-6	-7.6%	-1	2	2	Moderate-term on-the-job training
92708	Extrud/Form Mach Oprs/Tndrs	367	318	-49	-13.4%	-5	6	6	Moderate-term on-the-job training
92971	Extrud/Form Mach Oprs/Tndrs	271	252	-19	-7.0%	-2	7	7	Moderate-term on-the-job training
92968	Extrud/Form Mach Setrs/Oprs	81	89	8	9.9%	1	2	3	Moderate-term on-the-job training
87817	Fence Erectors	72	77	5	6.9%	1	2	3	Moderate-term on-the-job training
63041	Fish & Game Wardens	163	168	5	3.1%	1	3	4	Moderate-term on-the-job training
87605	Floor Layers, Ex Carpet	12	13	1	8.3%	0	0	0	Moderate-term on-the-job training
91914	Fndry Mold Assembly, Shakeout	12	10	-2	-16.7%	0	0	0	Moderate-term on-the-job training
91317	Forging Machine Sttrs/Ops, M/P	12	12	0	0.0%	0	0	0	Moderate-term on-the-job training
68041	Funeral Attendants	70	79	9	12.9%	1	2	3	Moderate-term on-the-job training
91935	Furnace Operators & Tenders	10	9	-1	-10.0%	0	0	0	Moderate-term on-the-job training
92923	Furnace, Kiln,Oven,Kettle Ops	102	86	-16	-15.7%	-2	2	2	Moderate-term on-the-job training
97938	Grader/Dozer/Scraper Oprs	560	588	28	5.0%	3	5	8	Moderate-term on-the-job training
91114	Grinding Mach Sttrs/Ops, M/P	369	343	-26	-7.0%	-3	8	8	Moderate-term on-the-job training
92305	Head Sawyers	140	123	-17	-12.1%	-2	3	3	Moderate-term on-the-job training
91932	Heat Treat Mach Oprs/Tndrs	43	37	-6	-14.0%	-1	1	1	Moderate-term on-the-job training
91928	Heating Equip Sttrs/Ops, M/P	1	1	0	0.0%	0	0	0	Moderate-term on-the-job training
97941	Hoist & Winch Operators	21	22	1	4.8%	0	0	0	Moderate-term on-the-job training
62031	Housekeepers/Butlers, Private	102	60	-42	-41.2%	-4	2	2	Moderate-term on-the-job training
27308	Human Services Workers	1,423	2,343	920	64.7%	92	26	118	Moderate-term on-the-job training
31321	Instructors & Coaches, Sports	2,153	2,663	510	23.7%	51	20	71	Moderate-term on-the-job training

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87802	Insulation Workers	778	971	193	24.8%	19	19	38	Moderate-term on-the-job training
53311	Insurance Claims Clerks	598	751	153	25.6%	15	8	23	Moderate-term on-the-job training
53314	Insurance Policy Process Clerks	1,370	1,373	3	0.2%	0	14	14	Moderate-term on-the-job training
91105	Lathe/Turning Mach Setrs/Oprs	193	181	-12	-6.2%	-1	3	3	Moderate-term on-the-job training
92726	Laundry/Drycleaning Mach Oprs	1,048	1,294	246	23.5%	25	25	50	Moderate-term on-the-job training
92515	Letterpress Operators	16	9	-7	-43.8%	-1	0	0	Moderate-term on-the-job training
53708	License Clerks	143	148	5	3.5%	1	2	3	Moderate-term on-the-job training
97932	Loading Machine Operators	1	1	0	0.0%	0	0	0	Moderate-term on-the-job training
85923	Locksmiths & Safe Repairers	161	194	33	20.5%	3	4	7	Moderate-term on-the-job training
97311	Locomotive Firers	5	6	1	20.0%	0	0	0	Moderate-term on-the-job training
79008	Log Graders & Scalers	153	139	-14	-9.2%	-1	5	5	Moderate-term on-the-job training
97902	Longshore Equipment Operers	8	9	1	12.5%	0	0	0	Moderate-term on-the-job training
91321	Machine Forming Ops, M/P	144	142	-2	-1.4%	0	4	4	Moderate-term on-the-job training
92998	Machine Operators, NEC	2,379	2,434	55	2.3%	6	49	55	Moderate-term on-the-job training
92999	Machine Opr/Tndr/Settrs, NEC	60	64	4	6.7%	0	1	1	Moderate-term on-the-job training
92997	Machine Setrs/Setup Oprs, NEC	1,495	1,583	88	5.9%	9	30	39	Moderate-term on-the-job training
91117	Machine Tool Cutting Ops, M/P	96	75	-21	-21.9%	-2	2	2	Moderate-term on-the-job training
97989	Material Moving Oprs, NEC	209	225	16	7.7%	2	6	8	Moderate-term on-the-job training
66005	Medical Assistants	718	1,213	495	68.9%	50	14	64	Moderate-term on-the-job training
91714	Metal Fabricators, Structl Metal	124	156	32	25.8%	3	2	5	Moderate-term on-the-job training
91911	Metal Molding Mach Oprs/Tndrs	2	2	0	0.0%	0	0	0	Moderate-term on-the-job training
91908	Metal/Mold Mach Setrs/Oprs	16	16	0	0.0%	0	0	0	Moderate-term on-the-job training
92198	Metal/Plast Oprs/Tndrs,NEC	219	257	38	17.4%	4	6	10	Moderate-term on-the-job training
92197	Metal/Plast Setrs/Oprs,NEC	12	13	1	8.3%	0	0	0	Moderate-term on-the-job training
91111	Milling Mach Setrs/Oprs M/P	121	146	25	20.7%	3	2	5	Moderate-term on-the-job training
97511	Motorboat Operators	21	22	1	4.8%	0	1	1	Moderate-term on-the-job training

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91923	Nonelectrolytic Plat Sttrs, M/P	1	1	0	0.0%	0	0	0	Moderate-term on-the-job training
91926	Nonelectrolytic Plating Ops, M/P	14	16	2	14.3%	0	0	0	Moderate-term on-the-job training
91502	Numerical Control Mach Oprs	523	660	137	26.2%	14	9	23	Moderate-term on-the-job training
66021	Occup Therapy Assistants	67	86	19	28.4%	2	1	3	Moderate-term on-the-job training
92512	Offset Litho Press Oprs	194	221	27	13.9%	3	3	6	Moderate-term on-the-job training
97956	Operating Engineers	291	308	17	5.8%	2	6	8	Moderate-term on-the-job training
92974	Packaging/Filling Mach Oprs	1,921	2,333	412	21.4%	41	35	76	Moderate-term on-the-job training
87402	Painters & Paperhangers	3,405	3,714	309	9.1%	31	75	106	Moderate-term on-the-job training
92947	Painters, Transport Equip	70	90	20	28.6%	2	2	4	Moderate-term on-the-job training
92953	Painting Machine Oprs/Tndrs	474	456	-18	-3.8%	-2	12	12	Moderate-term on-the-job training
92951	Painting Machine Setters	374	346	-28	-7.5%	-3	9	9	Moderate-term on-the-job training
92914	Paper Goods Mach Setrs/Oprs	255	192	-63	-24.7%	-6	6	6	Moderate-term on-the-job training
87708	Paving/Surfacing/Tamping Oprs	403	526	123	30.5%	12	9	21	Moderate-term on-the-job training
56014	Peripheral EDP Equipment Oprs	196	106	-90	-45.9%	-9	3	3	Moderate-term on-the-job training
67008	Pest Controllers & Assistants	110	136	26	23.6%	3	2	5	Moderate-term on-the-job training
32518	Pharmacy Technicians	478	534	56	11.7%	6	9	15	Moderate-term on-the-job training
92545	Photoengraving & Lithog Ops	5	6	1	20.0%	0	0	0	Moderate-term on-the-job training
34023	Photographers	779	955	176	22.6%	18	11	29	Moderate-term on-the-job training
66017	Phys, Corrcr Therapy Assts	314	471	157	50.0%	16	7	23	Moderate-term on-the-job training
87508	Pipelayers	186	199	13	7.0%	1	5	6	Moderate-term on-the-job training
91902	Plastic Molding Mach Setters	75	78	3	4.0%	0	2	2	Moderate-term on-the-job training
91905	Plast/Mold Mach Oprs/Tndrs	398	422	24	6.0%	2	12	14	Moderate-term on-the-job training
91305	Press Mach Setrs/Oprs M/P	150	152	2	1.3%	0	3	3	Moderate-term on-the-job training
92728	Pressing Machine Ops, Textiles	182	177	-5	-2.7%	-1	4	4	Moderate-term on-the-job training
92510	Print Press Mach Setters	40	40	0	0.0%	0	1	1	Moderate-term on-the-job training
92543	Print Press Machine Oprs	451	509	58	12.9%	6	6	12	Moderate-term on-the-job training

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92519	Print Press Setrs/Opers, NEC	20	20	0	0.0%	0	0	0	Moderate-term on-the-job training
92529	Printing Setters/Ops, NEC	6	6	0	0.0%	0	0	0	Moderate-term on-the-job training
92549	Printing, Binding, Rel, NEC	64	78	14	21.9%	1	1	2	Moderate-term on-the-job training
97953	Pump Operators	11	10	-1	-9.1%	0	0	0	Moderate-term on-the-job training
91302	Punching Mach Setrs/Oprs M/P	169	157	-12	-7.1%	-1	3	3	Moderate-term on-the-job training
39008	Radio Operators	11	11	0	0.0%	0	0	0	Moderate-term on-the-job training
87714	Rail-Track Laying, Main Eqp Oprs	146	169	23	15.8%	2	4	6	Moderate-term on-the-job training
97399	Rail Vehicle Operators, NEC	8	9	1	12.5%	0	0	0	Moderate-term on-the-job training
63038	Railroad & Transit Police	2	2	0	0.0%	0	0	0	Moderate-term on-the-job training
92921	Roasting, Drying Ops, Food/Tob	65	65	0	0.0%	0	2	2	Moderate-term on-the-job training
91314	Rolling Machine Sttrs/Ops, M/P	17	17	0	0.0%	0	0	0	Moderate-term on-the-job training
87808	Roofers	457	485	28	6.1%	3	14	17	Moderate-term on-the-job training
43023	Sales Agents, Advertising	565	572	7	1.2%	1	16	17	Moderate-term on-the-job training
43017	Sales Agents, Business	620	747	127	20.5%	13	11	24	Moderate-term on-the-job training
49008	Sales Reps, Manufg & Wholesale	3,447	3,838	391	11.3%	39	82	121	Moderate-term on-the-job training
49005	Sales Reps, Science	1,073	1,180	107	10.0%	11	25	36	Moderate-term on-the-job training
43099	Sales Reps, Services, NEC	211	286	75	35.5%	8	7	15	Moderate-term on-the-job training
49999	Sales & Related Workrs, NEC	1,265	1,433	168	13.3%	17	36	53	Moderate-term on-the-job training
49014	Salespersons, Parts	1,439	1,525	86	6.0%	9	44	53	Moderate-term on-the-job training
91102	Sawing Mach Tool Setrs/Oprs	38	39	1	2.6%	0	1	1	Moderate-term on-the-job training
92308	Sawing Machine Opers/Tenders	768	672	-96	-12.5%	-10	19	19	Moderate-term on-the-job training
92302	Sawing Machine Setters	34	28	-6	-17.6%	-1	1	1	Moderate-term on-the-job training
92524	Screen Printing Mach Sttrs/Ops	63	67	4	6.3%	0	1	1	Moderate-term on-the-job training
92962	Separat/Still Mach Ops/Tndrs	309	271	-38	-12.3%	-4	8	8	Moderate-term on-the-job training
87511	Septic Tank, Sewer Servicrs	28	33	5	17.9%	1	1	2	Moderate-term on-the-job training
92717	Sewing Mach Oprs, Garment	765	592	-173	-22.6%	-17	12	12	Moderate-term on-the-job training

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92721	Sewing Mach Oprs, Non-Garment	657	577	-80	-12.2%	-8	11	11	Moderate-term on-the-job training
91308	Shear Mach Setrs/Oprs M/P	64	63	-1	-1.6%	0	1	1	Moderate-term on-the-job training
87805	Sheet Metal Duct Installers	81	94	13	16.0%	1	2	3	Moderate-term on-the-job training
89132	Sheet Metal Workers	1,102	1,014	-88	-8.0%	-9	23	23	Moderate-term on-the-job training
92723	Shoe Sewing Machine Operators	1,450	943	-507	-35.0%	-51	21	21	Moderate-term on-the-job training
91711	Solder/Brazng Mach Oprs/Tndrs	2	2	0	0.0%	0	0	0	Moderate-term on-the-job training
91708	Solder/Brazng Mach Setrs/Oprs	8	8	0	0.0%	0	0	0	Moderate-term on-the-job training
92522	Spec Matrl Print Mach Oprs	39	34	-5	-12.8%	-1	1	1	Moderate-term on-the-job training
89514	Spotters, Dry Cleaning	19	20	1	5.3%	0	0	0	Moderate-term on-the-job training
79036	Sprayers/Applicators	103	116	13	12.6%	1	2	3	Moderate-term on-the-job training
55328	Statistical Clerks	242	197	-45	-18.6%	-5	4	4	Moderate-term on-the-job training
97905	Tank Car & Truck Loaders	5	5	0	0.0%	0	0	0	Moderate-term on-the-job training
87111	Tapers	187	200	13	7.0%	1	6	7	Moderate-term on-the-job training
57111	Telegraph/Teletype Operators	1	1	0	0.0%	0	0	0	Moderate-term on-the-job training
49026	Telemktrs and Door-To-Door Sales	2,551	3,547	996	39.0%	100	69	169	Moderate-term on-the-job training
92714	Textile Blch/Dye Mach Oprs/Tndrs	133	124	-9	-6.8%	-1	2	2	Moderate-term on-the-job training
92711	Textile Draw-Out Mach Oprs	59	41	-18	-30.5%	-2	1	1	Moderate-term on-the-job training
92705	Textile Mach Oprs/Tndrs	1,385	1,035	-350	-25.3%	-35	24	24	Moderate-term on-the-job training
92702	Textile Mach Setrs/Oprs	305	207	-98	-32.1%	-10	5	5	Moderate-term on-the-job training
92911	Tire Build Mach Operators	12	8	-4	-33.3%	0	0	0	Moderate-term on-the-job training
28311	Title Examiners & Abstractors	84	103	19	22.6%	2	1	3	Moderate-term on-the-job training
28308	Title Searchers	15	19	4	26.7%	0	0	0	Moderate-term on-the-job training
39005	Traffic Technicians	6	6	0	0.0%	0	0	0	Moderate-term on-the-job training
97899	Transportation Workers, NEC	170	183	13	7.6%	1	3	4	Moderate-term on-the-job training
97999	Transp/Materl Moving Oprs, NEC	59	61	2	3.4%	0	2	2	Moderate-term on-the-job training
92541	Typeset & Compose Ops	47	13	-34	-72.3%	-3	1	1	Moderate-term on-the-job training

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55307	Typists, Incl Word Processing	2,673	2,143	-530	-19.8%	-53	45	45	Moderate-term on-the-job training
91705	Welding Machine Operators	286	304	18	6.3%	2	7	9	Moderate-term on-the-job training
91702	Welding Machine Setters	115	130	15	13.0%	2	3	5	Moderate-term on-the-job training
53502	Welfare Eligibility Workers	561	384	-177	-31.6%	-18	9	9	Moderate-term on-the-job training
92311	Woodworking Machine Setters	276	254	-22	-8.0%	-2	6	6	Moderate-term on-the-job training
92314	Woodwrkng Mach Oprs/Tenders	1,079	978	-101	-9.4%	-10	24	24	Moderate-term on-the-job training
53123	Adjustment Clerks	860	1,490	630	73.3%	63	5	68	Short-term on-the-job-training
53908	Advertising Clerks	69	65	-4	-5.8%	0	1	1	Short-term on-the-job-training
79999	Agric,Forest,Fishng Wkrs, NEC	1,160	1,216	56	4.8%	6	32	38	Short-term on-the-job-training
66023	Ambulance Drivers/ Attlds	130	161	31	23.8%	3	3	6	Short-term on-the-job-training
68014	Amusement & Recreation Attends	708	899	191	27.0%	19	13	32	Short-term on-the-job-training
79017	Animal Caretakers, Exc Farm	1,010	1,280	270	26.7%	27	26	53	Short-term on-the-job-training
93956	Assemblers/Fab-ex Mach/Elec/Prec	3,163	3,172	9	0.3%	1	66	67	Short-term on-the-job-training
68023	Baggage Porters/Bellhops	85	96	11	12.9%	1	2	3	Short-term on-the-job-training
63023	Bailiffs	14	15	1	7.1%	0	0	0	Short-term on-the-job-training
53102	Bank Tellers	3,185	3,170	-15	-0.5%	-2	133	133	Short-term on-the-job-training
65005	Bartenders	1,790	1,865	75	4.2%	8	69	77	Short-term on-the-job-training
53508	Bill & Account Collectors	776	1,139	363	46.8%	36	16	52	Short-term on-the-job-training
55344	Billing, Cost/Rate Clerks	1,621	1,883	262	16.2%	26	29	55	Short-term on-the-job-training
56002	Bill, Post & Calculate Mach Oprs	357	339	-18	-5.0%	-2	6	6	Short-term on-the-job-training
98311	Brick & Stone Mason Helpers	277	312	35	12.6%	4	10	14	Short-term on-the-job-training
97111	Bus Drivers, School	2,465	2,594	129	5.2%	13	33	46	Short-term on-the-job-training
93935	Cannery Workers	730	641	-89	-12.2%	-9	13	13	Short-term on-the-job-training
98312	Carpenters & Related Helpers	858	978	120	14.0%	12	31	43	Short-term on-the-job-training
93932	Carpet Cutr, Diagrams, Seamrs	7	8	1	14.3%	0	0	0	Short-term on-the-job-training
49023	Cashiers	15,623	17,331	1,708	10.9%	171	681	852	Short-term on-the-job-training

**State of Maine - Labor Market Information Employment Projections - and Education and Training Requirements - to 2006,
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OES Code	Occupational Title	Average Annual Employment		Change in Employment		Average Annual Openings			Education/Training Requirement
		1996	2006	Net	Percent	Growth	Replace- ment	Total	
68038	Child Care Workers	5,173	6,664	1,491	28.8%	149	57	206	Short-term on-the-job-training
62041	Child Care Workers, Private	1,692	1,846	154	9.1%	15	84	99	Short-term on-the-job-training
73005	Choke Setters	57	45	-12	-21.1%	-1	2	2	Short-term on-the-job-training
62051	Cleaners/Servants, Private	2,202	2,203	1	0.0%	0	48	48	Short-term on-the-job-training
67099	Cleaning/Bldg Serv Wrks, NEC	1,409	1,486	77	5.5%	8	28	36	Short-term on-the-job-training
59999	Clerical/Admin Wkrs, NEC	1,390	1,671	281	20.2%	28	16	44	Short-term on-the-job-training
65041	Comb Food Prep/Serv Wkrs	6,139	7,013	874	14.2%	87	313	400	Short-term on-the-job-training
98319	Construct Trades Helpers, NEC	275	317	42	15.3%	4	10	14	Short-term on-the-job-training
65032	Cooks, Fast Food	2,586	3,117	531	20.5%	53	62	115	Short-term on-the-job-training
65035	Cooks, Short Order	1,745	2,111	366	21.0%	37	42	79	Short-term on-the-job-training
55317	Correspondence Clerks	76	95	19	25.0%	2	2	4	Short-term on-the-job-training
65017	Counter Attendants, Lunchrm	3,607	4,006	399	11.1%	40	283	323	Short-term on-the-job-training
49017	Counter & Rental Clerks	2,068	2,520	452	21.9%	45	73	118	Short-term on-the-job-training
53702	Court Clerks	225	235	10	4.4%	1	3	4	Short-term on-the-job-training
53114	Credit Authorizers	28	17	-11	-39.3%	-1	0	0	Short-term on-the-job-training
53117	Credit Checkers	101	74	-27	-26.7%	-3	1	1	Short-term on-the-job-training
63044	Crossing Guards	367	344	-23	-6.3%	-2	9	9	Short-term on-the-job-training
55335	Customer Service Reps	726	837	111	15.3%	11	15	26	Short-term on-the-job-training
93926	Cutters & Trimmers, Hand	238	228	-10	-4.2%	-1	6	6	Short-term on-the-job-training
65014	Dining Room/Cafe Helpers	1,462	1,635	173	11.8%	17	47	64	Short-term on-the-job-training
97117	Driver & Sales Workers	976	1,116	140	14.3%	14	24	38	Short-term on-the-job-training
56005	Duplicating Machine Operators	86	85	-1	-1.2%	0	3	3	Short-term on-the-job-training
93905	Electrical/Electronic Assemb	1,204	1,206	2	0.2%	0	25	25	Short-term on-the-job-training
98313	Electricians & Related Helpers	246	237	-9	-3.7%	-1	9	9	Short-term on-the-job-training
67011	Elevator Operators	9	10	1	11.1%	0	0	0	Short-term on-the-job-training
93951	Engraving & Printing, Hand	23	21	-2	-8.7%	0	1	1	Short-term on-the-job-training

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98323	Extractive Workers Helpers	101	106	5	5.0%	1	4	5	Short-term on-the-job-training
73002	Fallers & Buckers	1,608	1,399	-209	-13.0%	-21	48	48	Short-term on-the-job-training
79021	Farm Equipment Operators	27	27	0	0.0%	0	1	1	Short-term on-the-job-training
74002	Farm Wkrs, Ex Agri Services	1,219	1,180	-39	-3.2%	-4	34	34	Short-term on-the-job-training
79856	Farm Wkrs, Food & Fiber Crops	37	44	7	18.9%	1	1	2	Short-term on-the-job-training
55321	File Clerks	512	500	-12	-2.3%	-1	19	19	Short-term on-the-job-training
77008	Fishers	1,961	1,253	-708	-36.1%	-71	40	40	Short-term on-the-job-training
65038	Food Preparation Workers	6,411	7,540	1,129	17.6%	113	327	440	Short-term on-the-job-training
65011	Food Servers	236	295	59	25.0%	6	19	25	Short-term on-the-job-training
65099	Food Service Workers, NEC	1,599	1,745	146	9.1%	15	65	80	Short-term on-the-job-training
79002	Forest & Conservation Wkrs	268	281	13	4.9%	1	9	10	Short-term on-the-job-training
98799	Freight/Stock/Movers, Hand, NEC	3,478	3,355	-123	-3.5%	-12	125	125	Short-term on-the-job-training
79030	Gardenrs & Grndskprs, Ex Farm	3,420	3,905	485	14.2%	49	77	126	Short-term on-the-job-training
55347	General Office Clerks	10,194	10,504	310	3.0%	31	232	263	Short-term on-the-job-training
79011	Graders/Sorters, Ag Product	354	355	1	0.3%	0	8	8	Short-term on-the-job-training
93953	Grinders & Polishers, Hand	168	174	6	3.6%	1	2	3	Short-term on-the-job-training
63047	Guards	2,210	2,817	607	27.5%	61	46	107	Short-term on-the-job-training
98902	Hand Packers & Packagers	3,778	4,413	635	16.8%	64	101	165	Short-term on-the-job-training
93999	Hand Workers, NEC	1,588	1,502	-86	-5.4%	-9	20	20	Short-term on-the-job-training
66099	Health Service Wkrs, NEC	1,110	1,474	364	32.8%	36	25	61	Short-term on-the-job-training
98999	Helpers & Laborers, NEC	5,067	5,769	702	13.9%	70	171	241	Short-term on-the-job-training
87711	Highway Maintenance Workers	2,042	1,767	-275	-13.5%	-28	54	54	Short-term on-the-job-training
66011	Home Health Aides	3,669	6,271	2,602	70.9%	260	50	310	Short-term on-the-job-training
65002	Hosts & Hostesses:Rest,Lounge	1,204	1,303	99	8.2%	10	34	44	Short-term on-the-job-training
53808	Hotel Desk Clerks	925	1,047	122	13.2%	12	41	53	Short-term on-the-job-training
77011	Hunters & Trappers	4	4	0	0.0%	0	0	0	Short-term on-the-job-training

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97947	Industrial Truck & Tractor Ops	1,402	1,428	26	1.9%	3	29	32	Short-term on-the-job-training
55332	Interview Clks, Exc Personnel	203	228	25	12.3%	3	6	9	Short-term on-the-job-training
53505	Investigators, Clerical	34	40	6	17.6%	1	0	1	Short-term on-the-job-training
67005	Janitors & Cleaners	10,717	11,274	557	5.2%	56	218	274	Short-term on-the-job-training
62011	Launders/Ironers, Private	14	10	-4	-28.6%	0	0	0	Short-term on-the-job-training
53902	Library Assists/Bookmobile	540	604	64	11.9%	6	24	30	Short-term on-the-job-training
53111	Loan Interviewers	20	21	1	5.0%	0	0	0	Short-term on-the-job-training
53121	Loan & Credit Clerks	571	567	-4	-0.7%	0	6	6	Short-term on-the-job-training
73008	Log Handling Eqp Oprs	655	588	-67	-10.2%	-7	20	20	Short-term on-the-job-training
73011	Logging Tractor Operators	948	833	-115	-12.1%	-12	20	20	Short-term on-the-job-training
98502	Mach Feeders & Offbearers	2,008	1,882	-126	-6.3%	-13	52	52	Short-term on-the-job-training
93902	Machine Assemblers	23	21	-2	-8.7%	0	0	0	Short-term on-the-job-training
67002	Maids & Housekeeping Cleaners	6,458	7,134	676	10.5%	68	116	184	Short-term on-the-job-training
57302	Mail Clerks, Exc Mail Machine	552	591	39	7.1%	4	14	18	Short-term on-the-job-training
56008	Mail Machine Operators	160	135	-25	-15.6%	-3	6	6	Short-term on-the-job-training
58021	Marking Clerks	55	53	-2	-3.6%	0	1	1	Short-term on-the-job-training
58099	Material Recording Wkrs, NEC	179	179	0	0.0%	0	4	4	Short-term on-the-job-training
93938	Meat, Poultry, Fish Cutters	345	338	-7	-2.0%	-1	8	8	Short-term on-the-job-training
98102	Mechanic & Repairer Helpers	788	866	78	9.9%	8	28	36	Short-term on-the-job-training
57311	Messengers	235	253	18	7.7%	2	6	8	Short-term on-the-job-training
93941	Metal Pourers & Casters	2	2	0	0.0%	0	0	0	Short-term on-the-job-training
58014	Meter Readers, Utilities	173	176	3	1.7%	0	4	4	Short-term on-the-job-training
93944	Molders & Casters, Hand	73	66	-7	-9.6%	-1	2	2	Short-term on-the-job-training
92905	Motion Picture Projectionists	56	33	-23	-41.1%	-2	1	1	Short-term on-the-job-training
97199	Motor Vehicle Operators, NEC	161	161	0	0.0%	0	3	3	Short-term on-the-job-training
53705	Municipal Clerks	228	245	17	7.5%	2	3	5	Short-term on-the-job-training

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		1996	2006	Net	Percent	Growth	Replace- ment	Total	
79005	Nursery Workers	341	389	48	14.1%	5	9	14	Short-term on-the-job-training
66008	Nursing Aides & Orderlies	10,441	12,663	2,222	21.3%	222	141	363	Short-term on-the-job-training
56099	Office Machine Operators, NEC	212	198	-14	-6.6%	-1	8	8	Short-term on-the-job-training
55323	Order Clerks: Materials, Service	2,030	2,197	167	8.2%	17	41	58	Short-term on-the-job-training
58026	Order Fillers, Wholesale/Retail	996	1,122	126	12.7%	13	20	33	Short-term on-the-job-training
97517	Ordinary Seamen/Marine Oilers	35	35	0	0.0%	0	1	1	Short-term on-the-job-training
98314	Painters & Paperhangers Helpers	2	2	0	0.0%	0	0	0	Short-term on-the-job-training
93947	Paint, Coat, Decorat Hand	137	140	3	2.2%	0	3	3	Short-term on-the-job-training
63021	Parking Enforce Officers	46	49	3	6.5%	0	1	1	Short-term on-the-job-training
97808	Parking Lot Attendants	49	53	4	8.2%	0	1	1	Short-term on-the-job-training
55341	Payroll/Timekeeping Clerks	765	704	-61	-8.0%	-6	12	12	Short-term on-the-job-training
68035	Personal/Home Care Aides	783	1,411	628	80.2%	63	14	77	Short-term on-the-job-training
55314	Personnel Clerks, Exc Payroll	369	368	-1	-0.3%	0	8	8	Short-term on-the-job-training
66026	Pharmacy Assistants	219	244	25	11.4%	3	4	7	Short-term on-the-job-training
92908	Photograph Process Mach Ops	831	1,013	182	21.9%	18	28	46	Short-term on-the-job-training
98315	Plumbers & Related Helpers	201	219	18	9.0%	2	7	9	Short-term on-the-job-training
93928	Portable Machine Cutters	17	13	-4	-23.5%	0	0	0	Short-term on-the-job-training
57305	Postal Mail Carriers	1,661	1,818	157	9.5%	16	40	56	Short-term on-the-job-training
57308	Postal Service Clerks	318	325	7	2.2%	1	6	7	Short-term on-the-job-training
93921	Pressers, Hand	18	16	-2	-11.1%	0	0	0	Short-term on-the-job-training
55326	Procurement Clerks	266	260	-6	-2.3%	-1	4	4	Short-term on-the-job-training
58008	Production/Planning/Expdt Clks	927	867	-60	-6.5%	-6	14	14	Short-term on-the-job-training
53911	Proofreaders/Copy Markers	148	111	-37	-25.0%	-4	4	4	Short-term on-the-job-training
63099	Protect Service Occs, NEC	394	545	151	38.3%	15	27	42	Short-term on-the-job-training
79033	Pruners	82	87	5	6.1%	1	2	3	Short-term on-the-job-training
66014	Psychiatric Aides	527	680	153	29.0%	15	7	22	Short-term on-the-job-training

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53914	Real Estate Clerks	19	16	-3	-15.8%	0	0	0	Short-term on-the-job-training
55305	Reception/Information Clks	4,061	4,945	884	21.8%	88	75	163	Short-term on-the-job-training
98705	Refuse Collectors	687	673	-14	-2.0%	-1	26	26	Short-term on-the-job-training
53805	Reservation & Trans Ticket Agts	432	426	-6	-1.4%	-1	10	10	Short-term on-the-job-training
98316	Roofers Helpers	101	117	16	15.8%	2	4	6	Short-term on-the-job-training
49011	Salespersons, Retail	17,385	18,921	1,536	8.8%	154	551	705	Short-term on-the-job-training
97514	Seamen, Able	29	33	4	13.8%	0	1	1	Short-term on-the-job-training
97805	Service Station Attendants	1,688	1,530	-158	-9.4%	-16	66	66	Short-term on-the-job-training
93923	Sewers, Hand	672	460	-212	-31.5%	-21	8	8	Short-term on-the-job-training
93917	Solderers & Brazers	220	208	-12	-5.5%	-1	5	5	Short-term on-the-job-training
53126	Statement Clerks	96	96	0	0.0%	0	1	1	Short-term on-the-job-training
98702	Stevedores, Ex Equip Opers	57	56	-1	-1.8%	0	2	2	Short-term on-the-job-training
49021	Stock Clerks, Sales Floor	7,380	7,082	-298	-4.0%	-30	109	109	Short-term on-the-job-training
58023	Stock Clerks:Stockrm/Warehouse	3,531	4,237	706	20.0%	71	52	123	Short-term on-the-job-training
57102	Switchboard Operators	771	745	-26	-3.4%	-3	14	14	Short-term on-the-job-training
21111	Tax Preparers	366	404	38	10.4%	4	7	11	Short-term on-the-job-training
97114	Taxi Drivers & Chauffeurs	556	590	34	6.1%	3	8	11	Short-term on-the-job-training
53905	Teacher Aides/Education Assts	2,361	2,545	184	7.8%	18	31	49	Short-term on-the-job-training
31505	Technical Assistants, Library	701	787	86	12.3%	9	20	29	Short-term on-the-job-training
73099	Timber Cutting Workers, NEC	144	137	-7	-4.9%	-1	4	4	Short-term on-the-job-training
85953	Tire Repairers & Changers	467	494	27	5.8%	3	18	21	Short-term on-the-job-training
58028	Traffic/Shipping/Recvng Clks	4,301	4,543	242	5.6%	24	65	89	Short-term on-the-job-training
53108	Transit Clerks	99	23	-76	-76.8%	-8	4	4	Short-term on-the-job-training
53802	Travel Clerks	144	149	5	3.5%	1	3	4	Short-term on-the-job-training
97102	Truck Drivers, Heavy	9,832	10,703	871	8.9%	87	138	225	Short-term on-the-job-training
97105	Truck Drivers, Light	6,727	7,629	902	13.4%	90	94	184	Short-term on-the-job-training

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68021	Ushers/Lobby Atts/Ticket Takrs	140	154	14	10.0%	1	3	4	Short-term on-the-job-training
98905	Vehicle Washers/Eq Cleaners	775	843	68	8.8%	7	23	30	Short-term on-the-job-training
79806	Veterinary Assistants	176	224	48	27.3%	5	5	10	Short-term on-the-job-training
65008	Waiters & Waitresses	10,709	11,708	999	9.3%	100	546	646	Short-term on-the-job-training
58017	Weighers/Measurers/Checkers	114	125	11	9.6%	1	3	4	Short-term on-the-job-training

Appendix E

Newspaper Articles

Carleton task force works to break layoff cycle

By ALAN CROWELL
Staff Writer

WINTHROP — The layoff cycle has been a part of Christine Greenleaf's life almost as long as she has been in the work force.

The 39-year-old West Gardiner woman was laid off from the Gardiner Carleton Mill at the end of August. Before that she lost jobs at the Commonwealth Shoe Shop in 1980 and at clothes manufacturer Health Tex, in Gardiner, in 1986, when those plants shut down.

Friday, Greenleaf and members of the Carleton Woolen Mill Community Task Force, a committee of legislators, community members and workers, met to brainstorm ways to help displaced workers to get access to state and federal help.

It is a problem that is becoming uncomfortably familiar to Greenleaf and other workers in Maine's once-traditional, now vanishing manufacturing industries.

"We are running out of places to work," said Greenleaf.

An estimated 100 workers lost jobs after Carleton's Gardiner plant closed in July and about another 100 were laid off from the company's Winthrop plant in August for an indeterminate period.

Some of those workers may be rehired, according to company officials, but Greenleaf, who has one child at Colby College in Waterville, said she is tired of being laid off.

"I am going to go to college. I am determined to break the cycle of going from one factory to another," said Greenleaf.

Rep. Patrick Colwell, D-Gardiner, said education is the answer for many displaced Carleton workers.

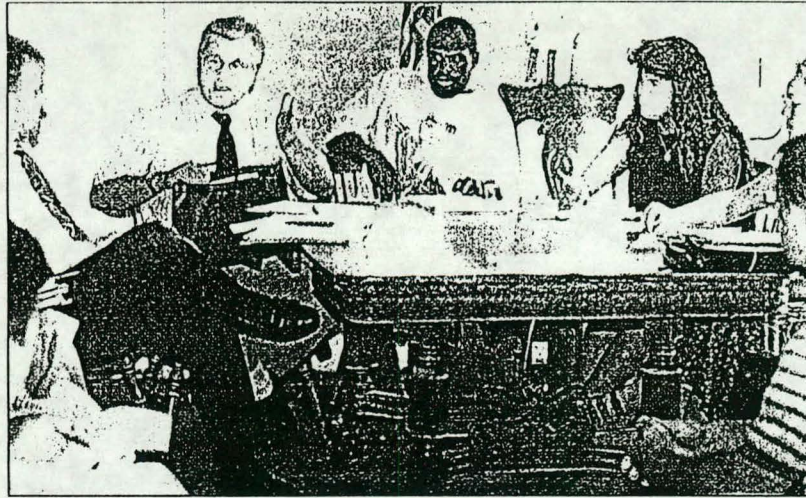
"Our manufacturing industry has been bleeding for a long time," said Colwell.

"There are workers (who) have been affected three or four times. These workers deserve the right to be re-educated if they choose, retrained if they choose and to break that cycle of unemployment and layoff," said Colwell.

State Sen. Sharon Treat, D-Gardiner, said statistics show Kennebec County workers have gone through 11 major layoffs or plant closings in the past five years that affected 3,500 workers.

Those layoffs come during a period when much of the country has experienced a wave of prosperity, she said.

Treat, chairwoman of the Carleton Woolen Mill Task Force, said the role of the task force is to act as a liaison between the work-



Staff photo / TOBY HOLL

Ray Hinckley, at left with hand raised, international representative for the United Paper Workers Union, gestures while raising a point during a meeting between Carleton Woolen Mill employees and representatives and members of the state Labor Department Task Force at the Morrill House in Winthrop on Friday.

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•Jobless

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ers and the state to help them get unemployment and training resources.

Some workers laid off in July from the Gardiner plant have experienced delays in receiving state benefits, according to people at Friday's meeting.

"This is not some sort of theoretical problem. It is a question of putting food on the table," said Treat.

For Greenleaf, retraining and education is also a matter of creating a new future.

Both her parents worked in manufacturing jobs, said Greenleaf.

"It was a tough road when we were kids, everybody was constantly getting laid off," she said.

Still, when she graduated from Gardiner High School, she got a job at Commonwealth Shoe because she liked working with her hands.

"At the time there was good money to be made," she said.

At Carleton, Greenleaf worked in the sampling department, doing a

job she enjoyed.

"I was helping the company get orders to keep the company thriving. To me it was a worthwhile job. I was doing something creative and important," she said.

While Carleton executives said they are optimistic the Winthrop mill layoff is not a permanent layoff, Greenleaf said she is tired of the devastation the cycle has caused her family.

Despite the economic problems her family faces, she said her husband and two daughters are behind her decision to further her education.

"My kids are excited. They want their mom to go to college," she said.

KENNEBEC JOURNAL.

Founded 1825

A publication of Central Maine Newspapers

Funding sought for help

By KEITH EDWARDS
Staff Writer

GARDINER — A task force representing former workers of the closed Carleton Woolen Mills plant here is searching for grant money to hire one or two displaced workers as counselors to their peers as they search for job training and work.

With the pending layoff of 100 employees from Carleton's main plant in Winthrop, concern is mounting that unemployed workers could fall through the cracks before money for peer counselors will become available.

"These people need help right now. We need someone who can contact these workers, find out what is happening with them, and let them know they are not alone," said Gail Kinney, a national representative from the AFL-CIO.

"Everybody who is laid off is in crisis. But normally there are people in that group with the interpersonal skills and the desire to help their fellow workers. The idea of peer counseling is helping these people who are intimidated by the system. It's very difficult for workers to open up and trust a stranger."

Task force members agreed Thursday to ask the Maine Department of Labor for at least interim funding of a peer counseling program until a federal grant application can be assembled.

The Carleton Woolen Mill plant in Gardiner, which employed about 100 area residents, closed in July. About 30 of those workers were transferred to jobs at Carleton's main plant in Winthrop, which employs 530 workers.

This week, workers at the Winthrop plant were told that about 100 employees will be laid off as the plant eliminates its third shift.

All the workers who went from Gardiner to Winthrop are expected to be included in the layoff because they lack seniority.

"With the Winthrop situation on top of Gardiner, and everything else in this area, such as (upcoming layoffs at) Central Maine Power, I think

"It's awful to have to go home to your family after working for a mill for 30 years and tell them you lost your job."

Paul E. Luce
Department of Labor

puters at the Department of Labor, searching for a job, inability to pay home mortgages and putting food on the table.

Greenleaf said about 10 workers from the Gardiner plant were kept in limbo when they were told they would have jobs at the Winthrop plant, but were never given a starting date. By agreeing to take jobs in the Winthrop plant, those former Gardiner workers at least temporarily lost the severance pay they would have received had they simply been laid off when the plant closed in Gardiner.

Former Gardiner Carleton workers are eligible for retraining assistance through the Federal Trade Adjustment Act Assistance program, which helps workers who lose jobs at least in part because of foreign competition. The funding is similar to that which allowed many former Statler Tissue workers in Augusta to receive as much as two years of job training at no cost.

Cecile Collin Fontaine, of the Maine AFL-CIO, said union officials will apply for similar funding assistance for workers affected by the layoffs at the Winthrop mill.

ers out there feeling like they are all alone. We have a tremendous amount of things happening in the state. It happens to be in Gardiner and Winthrop now, but in two weeks (layoffs) will be in some other town. It's awful to have to go home to your family after working for a mill for 30 years and tell them you lost your job."

Task force members, who include union officials, state legislators, Department of Labor officials, and representatives of U.S. Sen. Olympia Snowe, Sen. Susan Collins and Rep. Tom Allen, plan a meeting to involve Winthrop workers in the group soon.

The issue is complicated because workers at the two plants are represented by different unions — the United Paperworkers International in Winthrop and the Union of Needle Trades, Industrial and Textile Employees in Gardiner.

Christine Greenleaf of West Gardiner, local representative for UNITE Local 2313, has essentially served as a de facto peer counselor for Gardiner workers, without pay. She receives numerous phone calls, she said, from workers worried about problems such as using com-

• Funding

Continued from A1

there is a very high-level need here right now," said state Sen. Sharon Treat, D-Gardiner. "I'd be willing to sit down with the commissioner (of labor), because I'm really worried about people falling through the cracks while we devise the perfect plan."

Department of Labor officials at Thursday's meeting, while not authorized to commit the state to fund a peer counseling program, said they would try to make it as easy as possible for former mill workers to access state job assistance programs. They urged union leaders to take an active leadership role to get workers involved.

"To be honest, we have better luck working with unions than we do with management," said Paul E. Luce, coordinator of the Rapid Response Team for the Department of Labor. "There are another 100 work-

KENNEBEC JOURNAL.
August 28, 1998

RUMFORD & NORTHERN OXFORD COUNTY

FRIDAY, FEBRUARY 19, 1999

Sun Journal

B5

Retraining assistance offered

Two former Mead Corp. workers will serve as peers to fellow ex-Mead employees.

BY EILEEN M. ADAMS
Staff Writer

RUMFORD — Employees who have been laid off from Mead Corp. may feel more comfortable talking about their situation and seeking retraining if they talk to someone who has gone through the same thing.

That's the thinking behind a pilot program co-sponsored by the Maine Department of Labor and the AFL-CIO, said peer support helpers Joan Daigle and Jerry Stone.

Both received pink slips within the past month or so from their jobs and are now trying to help other employees who have found themselves in the same situation.

They are among about a dozen peer support workers scattered throughout the state.

Daigle, from Rumford, had worked on the No. 12 machine for about a year. Stone, from Dixfield, had worked in the mobile garage for about the same length of time.

Now, they are urging the 100 or so salaried employees laid off since last summer to take advantage of a retraining program funded by the federal Trade Adjustment and Trade Readjustment Acts.

"Even those who have been called back should make out an application for training," said Daigle. Nearly 20 former employees with specifically needed skills have been called back to the mill during the past few weeks, she said. But making out an application prepares a worker for future training, if necessary.

Most workers are eligible for up to 104 weeks of training at a technical school, college, or some other

approved agency of retraining, Stone said.

Laid-off Mead employees are encouraged to attend a special meeting at 9:30 a.m. Monday, March 1, at the American Legion Hall in Rumford.

There, Ron and Mike Johnson, TAA/TRA coordinators from the Maine Department of Labor, and Ron Brodeur, state trade coordinator, will be available to answer questions about the retraining program or help fill out the required application to take advantage of the program.

All laid-off employees will receive an application within the next week or so, Stone and Daigle said. The two peer supporters are working from the Workforce Development Center/Maine Job Service on Congress Street. They may be contacted at 364-3718 by former employees with any questions related to the job re-training program, food stamps, or other social services.



EILEEN M. ADAMS/SUN JOURNAL

PEER SUPPORT: Joan Daigle of Rumford and Jerry Stone of Dixfield are peer support helpers for people who have recently been laid off at Mead Corp.

After 4 layoffs, fear sets in

EDITOR'S NOTE: *Changing Jobs, Changing Lives* is an occasional series about the evolving economy's effect on people and businesses in central Maine. The series primarily focuses on Norman Cloutier, recently laid off from the Carleton Woolen Mills plant in Gardiner. In Part 1, we meet Cloutier, undergoing his fourth layoff. The middle-aged Augusta resident faces hurdles in seeking and finding employment in a rapidly changing job market that increasingly demands high-tech skills.

By ALAN CROWELL
Staff Writer

AUGUSTA — From the porch on Norman Cloutier's Sand Hill home you can see the towering smokestack of the former Statler Tissue Mill, one of many that once belched prosperity over the Kennebec River.

Downhill from his home is the vacant lot where Edwards Mill once employed about a thousand people, including Cloutier's stepfather, to spin cotton.

Across town another vacant lot on Gage Street marks the spot where R. P. Hazard Shoe employed his mother for much of her life — and where Cloutier met his wife Laura after getting out of the Army in 1967.

Mill and factory work has surrounded Cloutier all his life. This closely clustered neighborhood of neat homes and apartment buildings was built by immigrant labor, men and women who moved here to work in the mills and factories.

Those residents built homes and churches. They raised children and created a life. Now that life is almost gone along with the jobs that once sustained a neighborhood.

An estimated 3,500 people in central Maine lost jobs to layoffs and mill closings in the past four years, according to the Maine Center for Economic Policy.

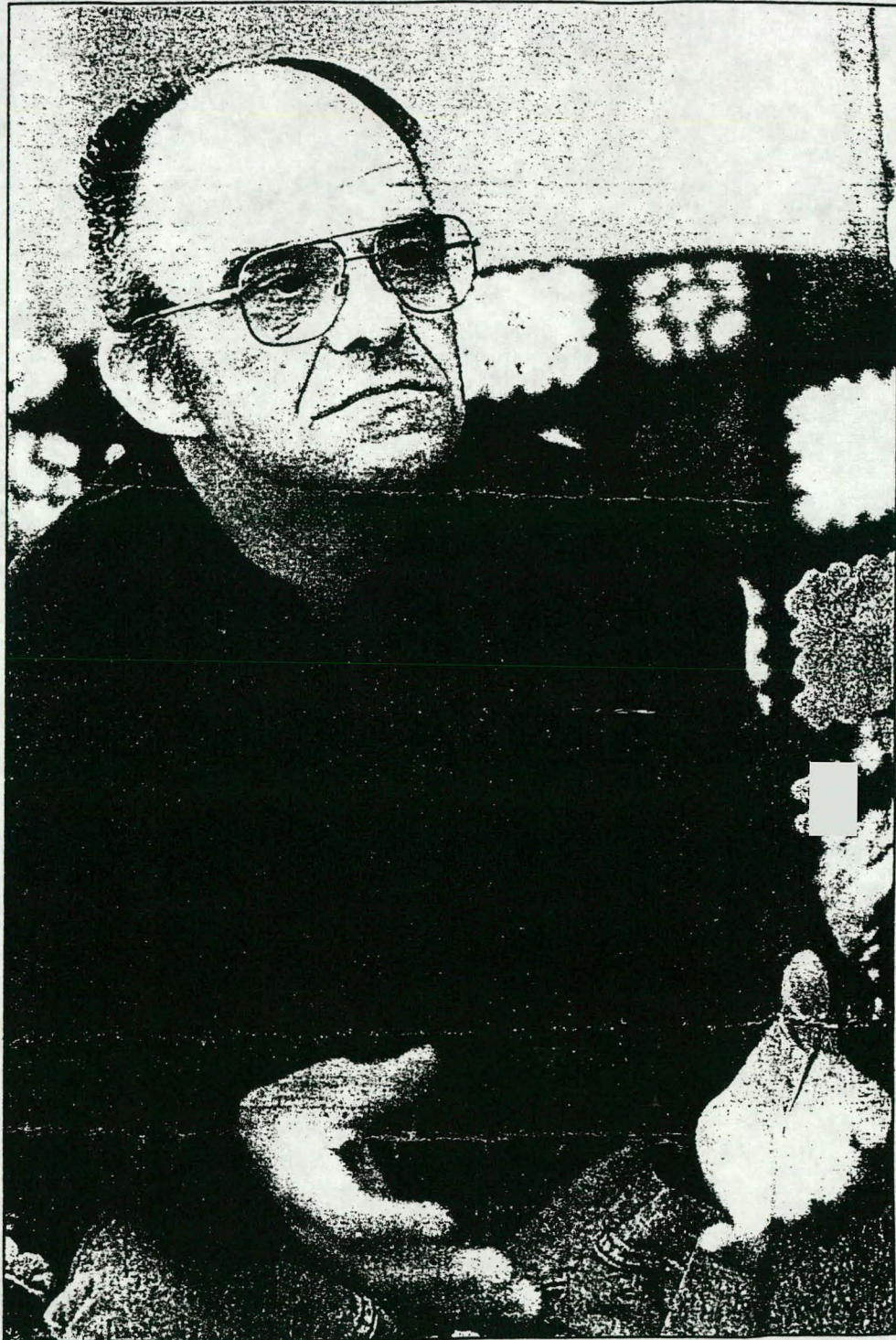
Those closings follow decades of downsizings and declines in manufacturing, leaving traditional mill and factory workers with dwindling options.

"It is scary," says Cloutier, who wipes tears from his eyes as he talks about the struggle to find a job when most employers he has worked for have shut their doors for good.

HUSBAND AND WIFE LAID OFF

Both Cloutier and his wife were laid off from

Please see JOBS, A2



Staff photo / ANDY MOLLOY

Norman Cloutier, a former worker at the Carleton Woolen Mills plant in Gardiner, talks about the difficulties of trying to find a job in central Maine. Cloutier earned a GED and has a long work history, but it has all been in various mill jobs.

"I am going to keep trying — too stubborn I guess. I am ornery and I made up my mind that I am going to get somewhere, I am not going to be stopped."

Norman Cloutier



Local / Nation

* Central Maine Newspapers

•Jobs

Continued from A1

Carleton Woolen Mills' Gardiner plant in July when that mill closed because it was unable to compete with foreign plants exporting cheaper yarns to the United States.

It was the fourth layoff for Cloutier in three decades. After each of the past layoffs, he found jobs at other mills. Now, those mills and factories are gone.

Many other workers from the Gardiner Carleton plant also lived through permanent layoffs before, according to the Maine Center for Economic Policy.

A survey by that organization found 69 percent had experienced at least one permanent layoff or plant closing in the last 10 years. Another 58 percent experienced two or more layoffs in their lifetimes and 30 percent had experienced three. Seven percent, like Cloutier, were laid off four times.

Many face an uncertain future and a precarious present.

Two unemployment checks help keep the couple's finances stable, but Cloutier says there is little room

for accidents.

"If the refrigerator breaks down there is no way we can afford to replace it," he said.

The couple's savings are dwindling. Property taxes, paid this week, took a chunk out of their budget.

"As time goes by it gets closer and closer to the bottom and it's pretty close to the bottom," he said.

Their three children are grown, but his oldest son was laid off by the Carleton mill as well. That son is working part time.

Unemployment benefits are due to stop in mid-winter. Cloutier hopes to have a job by then. He said his good work history should count for something.

But it is not easy.

ENDLESS APPLICATIONS

Since July, Cloutier said he has filled out endless applications. He has been rejected so many times he dreads walking into businesses to ask about openings.

"They can't discriminate against you because of your age but still age is a factor," he said. "You can take just so many refusals — they say we're not hiring you pretty much lose it."

Cloutier smokes cigarette after



cigarette as he talks. He used to smoke one pack a day. After the layoff, he took to smoking two packs.

"I was brought up with 'don't go out and ask somebody to help you, help yourself,'" said Cloutier.

A job counselor told Cloutier he should get a job in the social services field. With a GED he received in the Army, he says he would probably need another two years of schooling — something he simply cannot afford, even with government help.

There was a time when having a good work history was enough. When you could move from one job to the next, said Cloutier.

Now the rules have changed.

"There are three places I worked at that actually don't exist," said Cloutier.

R. P. Hazard Shoe Company, where Cloutier got his first job after leaving the Army in 1967, closed in 1974.

Lipman Poultry, on Riverside Drive, where Cloutier worked next and eventually became a foreman, closed in 1981. Processed chicken coming from the south was too cheap to compete against, remembered Cloutier. The Lipman building burned down in 1997.

A Super Shop 'n Save stands on the site of the former Hallowell Shoe Company — where Cloutier worked for about five years before starting at Carleton Woolen Mills in Gardiner.

Each place he worked employed his wife too, said Cloutier. When he lost his job, she lost hers at the same time.

This time they decided to do something different, to find jobs in more stable industries, but state help has fallen short of their needs.

The computers at the Maine Work Force Development Center are there for people who require minimal assistance. Cloutier said he and his wife need "maximum help."

"If they showed us how to turn it on it would be a help."

Prospective employers ask for a resume and a cover letter, something Cloutier doesn't know how to create.

After many visits to the development center and several interviews with job counselors, Cloutier still had not written a resume by Friday.

LAYOFFS ARE LIVES

■ An estimated 3,500 people in central Maine lost jobs due to layoffs and mill closings in the past four years.

■ A survey of laid-off workers at the Carleton Woolen Mills plant in Gardiner found 69 percent had experienced at least one permanent layoff or plant closing in the last 10 years. Another 58 percent experienced two or more layoffs in their lifetimes and 30 percent had experienced three. Seven percent had been laid off four times.

— Maine Center for Economic Policy

He has borrowed a book from his son about resume writing and plans to create his own.

"I'll start anywhere and work my way up as long as that medical insurance is there," he said. "I am going to keep trying — too stubborn I guess. I am ornery and I made up my mind that I am going to get somewhere, I am not going to be stopped."

Editor's Note: Changing Jobs, Changing Lives is an occasional series about the evolving economy's effect on people and businesses in central Maine. The series primarily focuses on Norman Cloutier, recently laid off from the Carleton Woolen Mills plant in Gardiner.

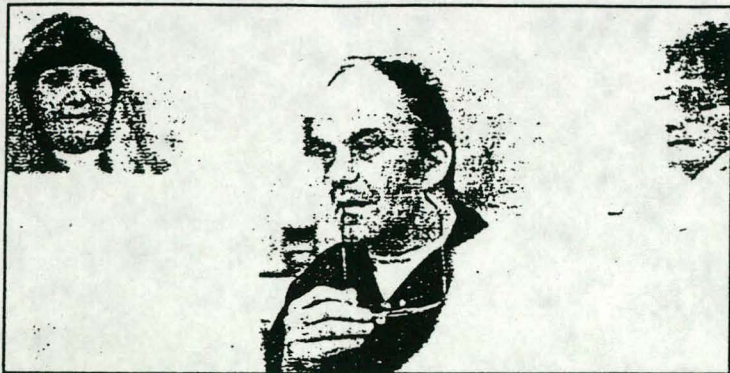
CHANGING JOBS CHANGING LIVES



"I feel like I just came out of the Stone Age. There are a lot of places that I can apply to now that before were totally out of the question."

Norm Cloutier

Ex-mill worker learning office skills



Staff photo / ANDY MOLLOY

Norm Cloutier studies a problem on a computer at the Learning Center in Augusta.

By ALAN CROWELL
Staff Writer

AUGUSTA — At 51, Norm Cloutier is learning to use a computer.

In a classroom filled largely with laid off Carleton Woolen Mills workers, Cloutier taps away, practicing his keyboard skills. He sounds almost happy to have lost his last job.

"If Carleton (the Gardiner plant) hadn't closed, I would still be there doing the same thing. I'd still be up to my armpits in grease working on the machines," he said.

For most of his life, Cloutier has worked with his hands, moving from job to job when mills and factories,

once the backbone of the central Maine economy, shut down one by one.

After living through layoffs at two shoe factories and a chicken processing plant, Cloutier lost his job at Carleton's Gardiner plant in July. His wife Laura lost her job at the plant at the same time.

With savings dwindling and rejection slips piling up, he hit bottom.

Cloutier wiped tears from his eyes as he talked of looking for jobs when most of the factories he worked for during the past three decades had disappeared.

At one business, he was unable to

Please see CLOUTIER, A2

• Cloutier

Continued from A1

fill out an application because he could not use a computer.

"That was a bad feeling. You kind of tuck your tail behind your legs, bow your head and walk away," said Cloutier.

Now he is learning Microsoft Office 97. He spends about 13 hours a week in computer classes and another four hours upgrading his academic skills.

Money is still tight but Cloutier was able to buy a secondhand computer with savings and now sends e-mail to friends and fellow miniature pinscher owners. Miniature pinschers are dogs, similar in appearance to Doberman pinscher, but smaller.

Surrounded by pictures of his 8-month-old granddaughter in the living room of his Sand Hill home, Cloutier speaks with enthusiasm about a future that is still blurry but infinitely brighter than it was months before, when he could not even write a resume.

Unemployment benefits will run out in a few months but Cloutier is more confident about his ability to find work.

"There is something there. I don't know what it is but I can look ahead and I know it is going to lead me somewhere," said Cloutier.

Soon his class will progress to making spreadsheets and other skills that could lead to office jobs.

"I feel like I just came out of the Stone Age. There are a lot of places

that I can apply to now that before were totally out of the question."

He hopes someday to get a high school equivalency certificate and become an example to two of his grown children who have not earned their diplomas. He is not afraid to start at the bottom when he does find a job. He has worked his way up before, he said.

"It is a challenge. You set these little goals and achieve them one at a time," he said.

He credits Chris Greenleaf and Kathy Vannah for getting him into the training. Both also are laid-off Carleton workers, now working as peer support workers at the Augusta Career Center on Anthony Avenue.

"After they got Chris and Kathy up there, we got somebody we could go to and relate to. It is not like going to a stranger," he said.

Greenleaf called Cloutier and helped him get into classes he is now taking.

A veteran of manufacturing layoffs who watched her mother go back to school and become a registered nurse in her 40s, Greenleaf understands Cloutier and others like him.

She and Vannah have lived the same cycle of relative prosperity and layoffs; watched their families make the sacrifices needed to get through hard times.

Their job is to get displaced workers like Cloutier into the system to help them break that cycle.

It is not always easy.

"For people who have worked in a mill all their lives this is scary. They just don't realize how many services are available out there," said Green-

leaf.

A survey by the Maine Center for Economic Policy found 69 percent of workers laid off from Carleton's Gardiner plant had experienced at least one permanent layoff or plant closing in the last 10 years.

About 58 percent had experienced two or more layoffs and 30 percent had experienced three. Seven percent, like Cloutier, had experienced four.

State officials said that in the past five years there have been 11 major layoffs or plant closings, affecting 3,500 workers in Maine.

Despite federal and state programs to train them for jobs that may be more lucrative, many laid-off people don't make use of the help, taking lower paying jobs instead of training programs.

For laid-off workers with families there are mortgages and utility bills to pay. Unemployment checks do not go far.

"Putting food on the table is a big issue," said Vannah, 37, who worked in Carleton's Winthrop plant making yarn on a machine that was older than she was.

She made good money, as much as \$12 an hour, but it was a piecework job and stressful.

For many workers, Vannah knows that replacing that income will be difficult. For some, feeding their families will take precedence over education. Vannah and Greenleaf said they don't tell people what they should do.

"We are helping them to go in the direction they want to go in. If they want a job, we put them in the right direction," she said.

PPH 5-6-99

Carleton closing Gardiner plant; 100 to lose jobs

● The maker of woolen products has no plans for layoffs at its larger Winthrop facility.

By KEITH EDWARDS
Guy Gannett News Service

GARDINER — Carleton Woolen Mills plans to close its Commonwealth Avenue plant, leaving about 100 people unemployed, company officials said Tuesday.

"Much of the critically important equipment at the plant, though well-maintained, is an age and configuration that keeps us from competitively producing yarn for woolen products in today's market," they wrote.

There are no plans for layoffs at Carleton's much-larger facility in Winthrop, said Michael Butler, a human resources official.

Mill officials are talking with the union representing the Gardiner plant's employees, the Union of Needletrades, Industrial and Textile Employees.

"We're in discussions with the company, at this point we're discuss-

ing the future of the Gardiner plant," said Mike Cavanaugh, secretary treasurer for the union.

Butler said the two parties have been meeting since last Friday. Mill employees were notified Thursday of the possibility of the mill closing.

"It is our desire to reach a decision, in concert with our representative bargaining unit soon, and we are available immediately to do so," the mill's statement said.

"We regret reaching this point of having to consider a closing, but global competition, among other factors, is beginning to negatively impact many manufacturing companies and not the least of them is our textile industry."

Carleton Woolen Mills came to its downtown Winthrop plant in the 1960s. In 1972, the firm built its 137,000-square-foot facility on Route 202 in Winthrop.

The 77,000-square-foot Gardiner mill was purchased in 1982.

On average, the three facilities have together employed upward of 500 workers.

The mill produces woolen fabrics for various uses.

SCI purges 30 veteran workers

BY KARLENE HALE

AUGUSTA — John Ellis gave more than 20 years to a job he loved.

He worked for Digital Equipment Corp. and later, SCI Technology Inc., making about \$30,000 a year as a highly skilled technician.

He was sure his job was secure.

Now at the age of 42, he's looking around for work and living on unemployment compensation after being laid off from SCI earlier this month in the latest round of job cuts at the Augusta plant.

About 30 veteran employees lost their jobs Feb. 8, people who had at least 15 years invested in the company. The list includes 17 out of 45 technicians, as well as engineers, middle managers and maintenance workers.

Company officials are tight-lipped about the layoffs.

"There was a reduction in

**"We can't
comment on
what the
future holds."
— Fran Henry**

force of about 30 people that was part of a company efficiency program," said Fran Henry, an SCI spokesman at company headquarters in Alabama, of the Augusta layoffs. "Other than that, we can't comment. We can't comment on what the future holds."

Several former SCI workers in Augusta said a highly placed manager apparently quit out of disgust over the cuts, and Ellis and others believe it's just a matter of time before the plant closes.

"I was a senior level technician," said Ellis, who added

that his supervisor cried when he had to tell Ellis his job had been cut.

Ellis now has no medical coverage and no severance package. He owes \$40,000 on his home mortgage and is making payments on his live-in girlfriend's vehicle. She also lost her job at the plant.

SCI has laid off about 100 workers since December and the most recent cuts have wiped out the jobs of experienced employees who make some of the highest salaries in the company. About 700 workers remain at the Augusta plant. The cuts apparently are a way for SCI to continue turning profits in the face of a downturn in the price of stock, Ellis and others said.

"This time it was specifically money," Ellis said of the reasons given for the cuts. "The stock price dropped \$18 a share over three days and

■ see **LAYOFFS** page A2

[company officials] came up from Alabama to see what the problem was."

The company's headquarters are in Huntsville, Ala.

The layoffs have Ellis and others scared for reasons besides unemployment.

They say the plant simply cannot operate properly with what they see as the unskilled workers who are there now. "They let people go through one door and bring in new hires through the other door," Ellis said. But the new hires are kids, he said, brought in at \$7 an hour to assemble the computer components the company makes.

"The resources in that building are not enough now to keep up," Ellis said.

Charlie Flynn of West Gardiner, who lost his maintenance job, agrees. "There were 17 of us in maintenance at one time," he said. "Now we're down to one electrician and two mechanics for the whole facility."

Flynn will turn 62 in May. He had hoped to work at SCI for another year. But when he came back to work on Feb. 18 after being out for two weeks with pneumonia, he was told his job was gone.

"I was out sick for two weeks, I got back and I was fired," he said. Flynn said he's not as bad off as some other workers because he can draw his pension within a few months. "I consider myself fairly lucky," he said.

He made about \$20 an hour, just too much for someone who can be replaced by a younger per-

LAYOFFS

CONTINUED FROM PAGE A1

son at \$8 dollars an hour, he said.

"My supervisor felt awful bad. He told me I was being let go because the plant was downsizing, that it was strictly a money thing."

There are two kinds of labor at the plant: direct contact with the product, and indirect labor, such as maintenance. He thought those in direct labor would not lose their jobs, Flynn said.

"They're hiring less skilled workers now and there's virtually no training," he said.

"SCI is being set up to fail," Ellis said

UNCERTAIN FUTURE

Flynn and other former employees said SCI is a very stressful place to work right now, because no one ever knows if he will have a job at the end of the week or at the end of the day. The latest round of cuts took place in one day, with workers led in one by one and told they were done. They were given 30 minutes or less to gather their things and leave, some said.

Larry Zayac, 40, who had worked at the plant for 19 years, said he was given 30 minutes to collect his belongings after he was let go.

"We didn't know there were going to be layoffs," he said. "We'd heard rumors. But we were told that no direct workers would be affected." He was told the cuts were necessary because of a lack of work orders.

"The work is very up and down, not like it was under Digital. And because of the shortage of workers, they're trying to push the product through too fast when there is work," he said.

Zayac, who said he and his wife have enough money to get by for about six weeks if they make some changes in their lives,

said workers in some sections of the plant have been put on four-day weeks, with one mandatory furlough day each week. That helps cut wages, he said.

"And it is so frustrating trying to get information there. Everything is a secret," he said.

No local plant official, including Karen O'Conner, head of human resources, would comment for this story. All calls were directed to Alabama.

SCI owns 22 plants in the United States, Mexico and abroad. The company makes computer parts for businesses and government agencies that contract with the Alabama-based giant. Some plants in this country have suffered in recent years because labor is so much cheaper in Mexico and other places. The company is said to be courting officials in Vietnam in hopes of opening a plant there.

"The plant has no future," Ellis said.

Some of the employees who were laid off can be called back to work. But there's a hitch: if called back, it could be for a lesser job at lower wages, with the worker's previous seniority wiped out. Others are offered their old jobs back, only to be laid off again within weeks, according to Ellis.

If a person is called back and refuses to take the job, the plant managers can call the state unemployment office and say that the person refused to take the job. The unemployment benefits then are shut off.

Ellis and Zayac said many who were fired earlier this month are in their late 50s and had only months to go before taking early retirement. Now they'll have to take their 401K retirement funds much earlier than planned.

Ellis said he's going to have to

dip into his retirement plan, even though he's only 42. "When I go looking for jobs, I'm either told that I'm overqualified or underqualified. I have one year of college and all this experience, but I'm told that because I don't have a college degree, I'm not qualified. Whatever happened to the value of experience?"

Zayac and his wife have cut back on day care for their baby son. The husband now watches the child for half the day and spends the other half job-hunting. The couple is living on savings right now.

"The original work force that started at Digital is down to about 15 percent," Ellis said. Longtime employees are used to train replacements, then are told that their own jobs have been cut, he said.

SCI originally contracted with Digital for work, but, "the minute that contract with Digital ran out, people began being fired," Ellis said.

One worker who was too upset to talk at length said he is just devastated by losing his job.

"I don't want my name in the paper," he said. "I am 53 years old. I worked there for more than 20 years. No reason was given for why I was let go. I was just brought in and told.

"And I have no idea what to do now."

The state does provide training programs for laid-off workers, through the state Department of Labor, with federal and state funds. ■

G-P plans weeklong layoff of 130 in Baileyville

By Diana Graettinger
Of the NEWS Staff

BAILEYVILLE — For the second time in a month, market conditions have forced the Georgia-Pacific Corp. pulp and paper mill to lay off workers. The one-week shutdown will begin Monday and idle nearly 130 of the mill's 600 employees.

In a prepared statement, mill manager Ralph Feck said market conditions and reduced demands for the mill's products had forced the temporary shutdown. He said company officials would monitor the paper market and adjust accordingly.

G-P public relations spokesman

Gaile Nicholson said the shutdown would have a minor impact on the section of the mill that supplies pulp to the paper machine.

Last month, 120 employees were out of work for one week. That lay-off also was blamed on difficult economic market conditions and the impact of foreign imports.

Asian financial problems have had an effect on the domestic paper market. A year ago, much of G-P's product was shipped to Asia. Economic problems in the Far East caused a devaluation in some Asian currencies, and that allowed G-P's Asian competitors to dump a cheaper product on the world market. G-P's major foreign pulp buyers are in Japan,

Korea and Indonesia, but economic uncertainties in those countries have dried up those markets.

1998 has been an up and down year for Washington County's largest employer, and the year is only 3 months old.

Earlier this year, G-P announced that it would eliminate nearly 50 jobs at its pulp and paper facility over the next six months.

Nicholson said union leaders had been notified of the shutdown Tuesday, and employees affected by the shutdown learned of it Wednesday and Thursday. She said employees were being encouraged to take vacation time, but that was not required.

There is a beacon of hope for G-P

workers. Earlier this month, voters at a special town meeting approved a tax-increment-financing agreement between the town and G-P. Town officials hope the TIF motivates G-P to modernize the facility and make the mill more competitive. According to the TIF agreement, if G-P invests \$90 million over the next five years, it would receive \$12 million in property-tax credits over the next 20 years.

Mill officials have declined to identify specific capital-improvement projects, but one project under consideration is the conversion from an acid-based paper product to one that is alkaline-based, producing paper that does not yellow.

Kimberly-Clark to shut Winslow mill May 1

● Officials say they've been unable to sell the facility. Gov. King calls the decision 'unconscionable.'

By AMY CALDER
Guy Gannett News Service

WINSLOW — Kimberly-Clark Corp. announced Friday it will cease power-generating operations at its Winslow mill May 1, putting the last 47 people out of work and shutting down the mill for good.

Kimberly-Clark officials said they decided to close the mill because attempts to sell it were unsuccessful.

"We searched diligently for a buyer for the Winslow facility and

worked closely with state officials throughout the process," Thomas J. Falk, group president of Kimberly-Clark's tissue, pulp and paper department, said in a statement.

"Unfortunately, none of the prospective buyers could find a way to purchase the facility and operate it profitably."

The news infuriated Maine officials including Gov. Angus S. King Jr., who called the decision "unconscionable."

"This was a shoddy, heartless, ruthless act of corporate irresponsibility," King said in a telephone

interview Friday.

"I have never encountered anything like this. Bad faith is a nice way to characterize it. To have done this while negotiations were continuing on the possibility of an employee buyout is just unconscionable. I've never been dealt with so shoddily."

U.S. Sen. Olympia Snowe also sharply criticized Kimberly-Clark for "turning its back on its dedicated Maine workers at a time when an employee-sponsored buyout is in the works."

"I am outraged that the company would break its word that it would make every effort to sell the mill,"

Snowe said in a statement Friday. "Today's announcement signals that this was the company's end game all along; to quietly leave town, and in the process, to leave hundreds of workers searching for new employment."

U.S. Rep. Tom Allen urged Kimberly-Clark to continue to try to find a buyer. "The decision to close the mill on May 1 is a disappointment," he said.

House Speaker Elizabeth Mitchell also criticized Kimberly-Clark's action, saying "Kimberly-Clark's promise to look seriously for a buyer was a charade."

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MILL

Continued from Page 1B

Union officials were devastated by the news, saying the decision to shut down the power plant and cease selling power to Central Maine Power Co. spelled doom for the mill.

"It's terrible," said Michael Hamel, president of United Paperworkers International Union's Local 431. "In my opinion, it's the end of that mill."

Hamel said union leaders now believe Kimberly-Clark never intended to sell the mill and only went through the process of trying to sell it to appease the public and the governor. King agreed with that assessment.

"I don't think that's an improbable conclusion - that's my conclusion," King said.

Hamel, UPIU member Richard Witham and Raymond Hinckley, international representative for UPIU, met with union leaders and Kimberly-Clark officials Friday, and

said they were told the equipment in the mill would be offered to other Kimberly-Clark locations in the United States and internationally.

The mill, which specialized in away-from-home paper towels and tissue, closed this year, leaving only the boiler house and environmental department operating. More than 400 employees lost their jobs over a period of several months.

CMP announced Friday it bought out a contract under which the utility purchased power from the plant's 20-megawatt, wood-fired generator. Losing that contract drastically diminishes the mill's value, making it impossible an employee effort to buy the plant can succeed, King said.

Hinckley and Hamel were part of a group proposing an employee buyout. They had management and workforce teams in place and made an offer to Kimberly-Clark, but the company rejected it, they said.

"It's too bad, and we're confident we can run the facility and not only make a profit, but re-invest those profits back into the mill to ensure a long life for the mill," Hinckley

said.

King said employees put an offer on the table and offered to pick up a lease payment of \$4 million annually the company was paying to General Electric for some equipment in the mill.

The total would have been paid in eight or 10 years. Kimberly-Clark asked employees to pay the \$30 million or \$40 million up front and provide a letter of credit for that amount as part of a buyout, King said.

"For an independent group, that's impossible," he said. "A bank doesn't issue a letter of credit unless there is cash to back it up. (Kimberly-Clark) had to know it was impossible. I said, 'This is ridiculous - let's see if there's another way to skin a cat.'"

Three days later, Kimberly-Clark terminated its lease with CMP without any notice, he said. "I think, frankly - in my opinion - that this company didn't want a competitor. My reaction is: What's Kleenex afraid of?"

However, Tina Barry, vice president of corporate communications for Kimberly-Clark, said Friday that

the company never negotiated with employees for a buyout.

"It's simply untrue that we were negotiating with an employee buyout group," she said. "I think there's been some misunderstanding over the proposal."

Barry said Kimberly-Clark called the group March 6 and asked for more information on its buyout proposal by March 23, but the information did not arrive. King said he was never told about a March 23 deadline.

"We never had any evidence that the group had the ability to finance the transaction," Barry said. Eighteen potential buyers of the facility also could not come up with evidence of financial capacity, she said.

Kimberly-Clark said the company is giving \$100,000 to Mid-State Economic Development Corp. to fund a study to assess the skills of the state's labor force.

King said he will concentrate on helping find terminated workers new jobs, and sit down with Winslow officials to see what other companies might occupy the mill.

KIMBERLY-CLARK: A LONG HISTORY

The decision by Kimberly-Clark Corp. to cease operations at and sell its mill in Winslow is a blow to a facility that has been operating for 106 years. Key dates from its history:

- **1879:** Brothers E. Irvin and Clarence Scott start a family paper distribution company in Philadelphia.
- **1891:** The Hollingsworth & Whitney Co. builds a paper mill in Winslow on the Kennebec River.
- **1893:** Expansion at the Winslow mill to over 1,000 employees working three shifts.
- **1910:** Scott Paper Co. begins eyeing existing paper mills in the Northeast for expansion.
- **1930s:** The Winslow mill and the Scott company survive the Depression of the 1930s.
- **1954:** Scott merges with Hollingsworth & Whitney and buys out the Winslow mill.
- **1966:** The Winslow mill acquire two chip storage silos and removes the tops of the old "digester" buildings which had been a

part of Winslow skyline for years.

- **1981:** A bitter 16-week strike over seniority rights divides the community.
- **1980s:** The Scott Paper Co. had grown to become a global paper-making giant, employing 30,000 worldwide, including 4,000 in Maine.
- **1989:** Paper sales, which totaled \$700,000 in 1910 and first reached \$1 million in 1913, now top \$5.1 billion.
- **1991:** Scott announces layoffs of 250 workers.
- **1995:** Scott is bought out by the Kimberly-Clark Corp. of Dallas, Texas.
- **1996:** Summer layoffs put 115 employees out of work.
- **May 1997:** The No. 2 paper is shut down, leaving just two of the original six machines producing paper.
- **November 1997:** Kimberly-Clark announces it will close its Winslow plant.

Compiled by Doug Harlow



Associated Press / ROBERT F. BUKATY

Rona Wells, vice president for commercial manufacturing at Kimberly-Clark Corp., announces plans to close the mill at a news conference Friday in Winslow.

Kimberly-Clark begins dismantling equipment for removal from mill

By AMY CALDER
Staff Writer

WINSLOW — For those who have urged Kimberly-Clark Corp. to keep its Winslow paper mill intact here until a buyer is found, the dreaded day came Monday.

Workers started dismantling so-called "converting" equipment in the mill, and are preparing to ship it out, according to a union official.

"They were in the process today of dismantling (it) for removal," said Raymond Hinckley, international representative for United Paperworkers International Union. "No one from the company told me that this happened, but I have been told by people who have observed them dismantling the equipment. I have been told by people who know."

Despite pleas from Gov. Angus S. King Jr. and Maine's congressional delegation, Kimberly-Clark officials decided to remove the equipment and ship it to other company locations.

No one knows when the machinery will actually leave the mill, but Michael Hamel, president of UPIU's Local 431, said the converting — or finishing — equipment includes 10 state-of-the-art machines and eight older ones. Some are as large as a house, he said.

"Some are 10 feet tall by 14 feet long," Hamel said. He said it would take at least several trucks to remove the

Despite pleas from Gov. Angus S. King Jr. and Maine's congressional delegation, Kimberly-Clark officials decided to remove the equipment and ship it to other company locations.

equipment, which cuts large rolls of paper into usable size.

Late Monday afternoon, U.S. Sen. Olympia J. Snowe appealed to a Kimberly-Clark official to reconsider the decision to remove the converting equipment.

"I strongly believe that keeping the equipment in the mill until a potential buyer is found is the key to the future of the mill," Snowe wrote in a letter to Thomas J. Falk, group president of the company's North American Tissue, Pulp and Paper Division.

Potential buyers deserve the opportunity to examine

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• Mill

Continued from 1

and purchase the mill intact, Snowe wrote. Final disposition of the equipment should be negotiated once an offer has been made, she said, adding that she is "extremely dismayed" with the company's decision to proceed with removal of the equipment.

"As I have mentioned frequently, there is no reason that the sale of this mill cannot follow the same pattern as those of the C.F. Hathaway plant in Waterville and the Sunbeam plant in Biddeford," Snowe said. "In those cases, the parents cooperated fully with the state, while in this case, Kimberly-Clark has not. The workers who have dedicated their careers to fine paper production in Winslow deserve better."

U.S. Sen. Susan Collins on Friday expressed her disappointment with Kimberly-Clark's decision to remove the equipment, saying it is premature of the company to conclude that removing the machinery will not make it more difficult to find a buyer.

Hinckley said Monday that he believes the reason for removing the equipment is clear:

"They don't want anyone to buy it that's going to remain in the tissue and towel business and be a competitor," he said.

Hinckley on Monday was trying to

ascertain whether a petition effort launched by residents asking the Winslow Town Council to put a 90-day moratorium on removal of equipment from the mill would prevent removal until the issue is decided. He had called the governor's office for advice on the matter, he said.

"I think they have gone as far as they can," Hinckley said of King and his aides.

King met with Falk and another Kimberly-Clark official Friday, but was unsuccessful in getting them to keep equipment in the mill.

Hamel criticized company officials, who on Friday had said their first priority was helping employees who lost their jobs.

"On the one hand they said they want to do everything to help the employees, but as we speak, they're dismantling some very important equipment in this mill," Hamel said. "It's just not right — they're misleading the public."

Kimberly-Clark spokeswoman Wendi Strong was out of the office Monday and could not be reached for comment.

A message left for Tina Berry, another spokeswoman, was not returned.

The UPIU union hired a Boston company to do a feasibility study for an employee buyout of the mill. Hamel and a representative of that company will tour the mill Wednesday as part of that study, Hamel said.

The Morning Sentinel

*A publication of Central
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Removal of mill equipment a setback for Central Maine

When Gov. Angus King announced last month that Kimberly-Clark Corp. planned to keep paper finishing equipment at its soon-to-be-closed mill in Winslow, it was cause for celebration all around.

While hundreds of Central Mainers were to be left without work, the presence of that equipment would make sale of the mill easier, and get those workers back into new jobs with a new company, most had hoped.

But now, Kimberly-Clark says it will remove the finishing equipment — finishing, in effect, hopes for a quick sale of the plant.

After meeting with Kimberly-Clark executives on Friday, King announced both that the company would remove equipment from its Winslow mill, and that he expects sale of the mill to some new owner is, at best, several months away.

For Central Maine, that news is a severe disappointment.

Most have readily recognized that paper mills were employing fewer and fewer persons here than in years of old. The heydays of mills employing thousands of people at high wages have passed; technology has replaced many people, and wages and working conditions, while still significantly better than those available in most other industries in Maine, have been under pressure in recent years.

But the choice has been clear: It's

better to have a few, good-paying jobs in a stable environment than lots of good-paying jobs with an enterprise that is facing extinction.

As recently as the closures at Tree-Free Fiber Co. in Augusta and Cascade Woolen Mill, both late last year, we have seen the volatility of manufacturing jobs and the need to compete effectively in global marketplaces.

All Central Maine asks here is that it be left with the tools to promote a stronger enterprise at the Winslow mill; that Maine's famous work ethic and the willingness of communities and state to welcome a new employer be given a fair shot, by Kimberly-Clark leaving behind a mill that could readily be market-

ed to a new owner.

Improvements need to be made at the Winslow mill; that is unquestioned. But it is likely that the difference between placing some older, less efficient equipment versus having to effectively retrofit the entire mill will be the difference between finding successful new owners, or seeing the mill fall idle for good.

If Kimberly-Clark cannot be persuaded to keep the finishing equipment in the mill, so be it. Let us still press forward in our effort to build anew, even with this setback. But let us also remember that we could have done more, more quickly, had they not chosen that path.

GONE

■ **THE ISSUE:** After meeting with Kimberly-Clark executives on Friday, Gov. Angus King announced both that the company would remove equipment from its Winslow mill, and that he expects sale of the mill to some new owner is, at best, several months away.

■ **HOW WE STAND:** If Kimberly-Clark cannot be persuaded to keep the finishing equipment in the mill, so be it. Let us still press forward in our effort to build anew, even with this setback. But let us also remember that we could have done more, more quickly, had they not chosen that path.

THIS WEEK NEW ENGLAND

THE BOSTON SUNDAY GLOBE • JANUARY 4, 1998

Layoffs leave mill workers with uncertain job prospects

By Donna Gold
GLOBE CORRESPONDENT

WINSLOW, Maine — By 4 p.m., dusk settles over this central Maine town of 8,000 people. Holiday lights do their part to break through the wintry gloom, but few lights are burning at the Kimberly-Clark plant that lines the eastern banks of the Kennebec River.

After producing paper night and day for 105 years, the mill is now closed. Most of the 354 employees punched their final time card Dec. 23.

Three days later, many of these men and women gathered at the Winslow fire station. Though union leaders had predicted a poor turnout on the day after Christmas, some 70 folks attended. They sat, arms crossed in front of their heavy winter jackets, listening to their union representatives lay out the facts about severance pay and pensions.

Despite state preferences for one week of severance pay for each year of service, Kimberly-Clark will be giving these men and women, most with over 20 years service, a half-week's severance per year of work, up to 13 weeks. As for retirement, there will be heavy penalties for reaching into the fund early.

While paper workers in other communities commonly sport corporate jackets, few at the meeting wore Kimberly-Clark garb. Many feel betrayed by their former employer.

Ray Bessey, a machinist with 32 years in the mill, says the company "gave us criteria to meet to be viable. Everything they challenged us with — safety, quality, OSHA, cost — we met or exceeded. That mill is 100 percent energy efficient. We even sell electricity."

Kimberly-Clark announced on Nov. 21 a major corporate restructuring, closing or downsizing 18 of the company's 65 mills worldwide, including two in the United States. The Winslow mill, a union shop creating tissue products for office and institutional use, shut two days before Christmas.

According to Wendy Strong, a spokesperson for the company, an engineering study deemed the mill both outdated and prohibitively expensive to retrofit. Additionally, she said there is currently a glut in the global tissue market.

When Governor Angus King met with Kimberly-Clark managers Friday, he was told that there is serious interest in buying the mill. Managers, however, said it will be a tough sale because the mill is bordering on obsolete.

Lorette Martin's voice breaks as she remembers the day she and her husband lost their jobs.

"It was a strange day," Martin says. "Everyone knew it was happening but nobody said anything — it was like being at a funeral, or a breakup of a family. You want to say your goodbyes. What are we going to do now?"

Martin calls herself a relative newcomer at the mill. She began after her children were in school, and so worked only 15 years.

MILL next page

Workers face uncertain prospects

MILL
continued from preceding page

er husband had nearly 29 years ere. Her father worked at the mill, o, when it was Hollingworth & hitney, when the father of former enate Majority Leader George itchell also was employed there, fore Scott Paper bought it in 1954. imberly-Clark, a Fortune 100 com- any, obtained the mill in 1995 when merged with Scott.

Martin worked in the finishing partment, making small rolls of tissue and tow- s for use in restaurants and institutions.

"Mill life has been a way of life for this town. is is how we survived - if you wanted to make cent money," Martin says.

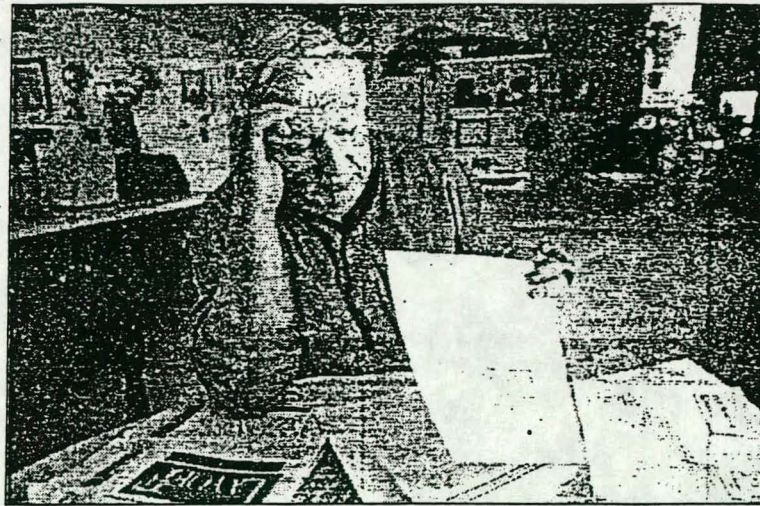
The \$1.6 million tax bill paid by the mill pro- led 20 percent of the Winslow town budget. So ; the mill's valuation is unchanged, but town anager Edward Gagnon is worried.

"We don't want to pass that income on to operty taxes but we still have 8,000 people liv- here. They're still going to require services," said.

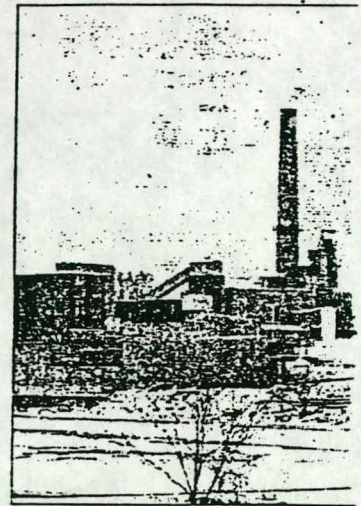
Manufacturing is in trouble throughout the gion. Across the river, Waterville had to help ance the purchase of Hathaway Shirts in 1996, en Warnaco sold it to a coalition headed by mer governor John McKernan. West of Wa- ville, in Oakland, Cascade Woolen Mill recent- lost its struggle to stay afloat. South of Wins- , in the state capital of Augusta, Tree-Free or Co., which rescued Statler Tissue Co. from kruptcy in 1996, went into receivership in 7.

Back in Winslow, Crowe Rope laid off 27 kers in late 1997, many of them union organiz-

"The whole area is like a war zone. Businesses waging a war on the workers," says Cecile taine, education coordinator for the Maine



The Kimberly-Clark paper plant on the Kennebec River shut down on Dec. 23, prompting mill worker Lester Plourde (left), shown looking over some job search information, to consider going back to school.



GLOBE STAFF PHOTOS: BILL GREEN

AFL-CIO.

Lester Plourde, 53, worked the mill for 24 years. His final job was in quality control as a lab technician. He shrugs when asked what he'll do. "I'm looking to go to school, to do something else." Almost sheepishly, he adds, "Maybe I'll get into real estate."

Bessey laughs - his wife is in real estate. He knows there's not much buying going on in central Maine these days. Even on the Internet, you can find postings boasting of a 20 percent decrease in regional real estate prices.

"People are nervous," says Diane Plourdie. "The people who worked at Kimberly-Clark were those who bought the big-ticket items - the boats, the RVs, the second car. They're the ones with a cottage on the lake. All the people who sell those items are going to be hurting as well."

By most standards, these workers are not rich; by central Maine standards, they do well, earning from \$30,000 to over \$40,000, plus benefits.

Most of the laid-off workers are in their late 40s and early 50s. Martin's husband, who is 51, would have taken early retirement at 55. While most of these workers don't have young children at home, many find that switching careers so late in life is not easy.

The Martins' youngest daughter had planned to go back to nursing school this month. She'll be

working instead. "We will have lost all medical insurance; we've lost our life insurance," says Martin. The family cut back for Christmas, she says, "but it wasn't about what you got or what you gave, we were all together, and that's what it's all about."

With the reality of living off \$150 a week in unemployment insurance only three months down the line, workers are looking over schools and learning to write resumes.

But even if a buyer is found, no one is sure what equipment will remain in the mill. Kimberly-Clark is willing to sell the papermaking machine; but wants to remove the machines that transform large rolls of paper into usable products like paper towels or folded tissues. Kimberly-Clark claims selling these machines would allow a competitor to produce too similar a product. The workers and community say that without the machinery, the mill would be much less viable.

Union members make no secret of their plan: They intend to sit down in front of the gates to keep the machines from leaving.

"We want to say to Kimberly-Clark, 'Hey, Kimberly-Clark, you shouldn't do this to us,'" said Mike Hamill, a 22-year veteran of the mill and president of Local 431 of the United Paperworkers International Union. "We gave you everything we could. If you need to leave, leave, but leave the mill intact so we can get it sold."

Cascade Woolen Mill to remain closed

● A European buyer is unable to come up with a workable timetable, the owner says.

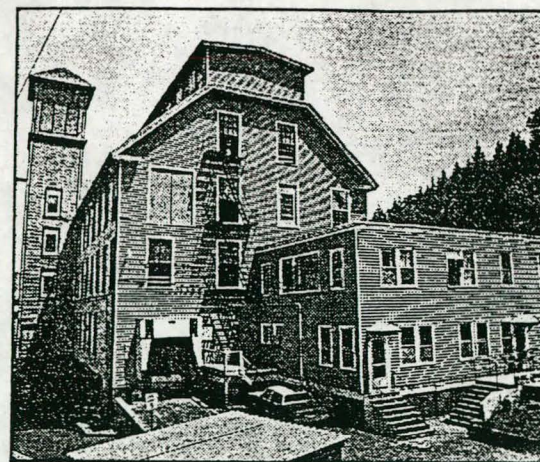
By DOUG HARLOW
Guy Gannett News Service

OAKLAND — Cascade Woolen Mill, which closed its doors last June after 115 years and three generations of family ownership, will not reopen, owner Gerald Tipper said Tuesday.

An Austrian textile company with whom Tipper had been negotiating a sale has withdrawn its offer, he said.

"I can't wait around for him forever — it's too vague a commitment," Tipper said of the owner of Tiroler-Loden, a manufacturer of high-quality woolen garments. "He still wants to operate in the U.S. as part of their global strategy and wants to do it in Maine, but it would be 1999, maybe later."

Cascade suspended operations last summer, leaving 120 union



At its peak in the 1970s, the Cascade Woolen Mill in Oakland employed about 250 people working three shifts.

File photo

millworkers unemployed.

A slow market for six months of the year and global competition were cited as the reasons for the shutdown.

"At least having a finish to this thing provides some relief that it is over and I can get on with a new life," Tipper said. "I'm not one to dwell on the dark side."

Tipper added that he did his best

to keep jobs at the mill, but market conditions and Tiroler-Loden's pull-out forced his hand.

"I feel that I have done all I could possibly do," he said.

The only sound Tuesday morning at the mill was the freshet of the Messalonskee Stream rushing through the waterfalls that gave the

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10B Portland Press Herald, Thursday, April 16, 1998

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old mill its name.

It was just Tipper and plant engineer John Farrand populating a mill that, at its peak in the 1970s, employed about 250 people working three shifts.

Tipper said he is in the process of finding buyers for all of the weaving, carding and textile machines. Half of the equipment already has been sold. The mill's valuable looms will be sold next, he said.

"We can't sit on an empty building," Tipper explained, adding that he will seek a buyer or a tenant for the mill once the assets are liquidated and he can pay off debts and back taxes.

The deal with Tiroler-Loden was to have included a \$12 million infusion of cash and new equipment. A new manufacturing building also was planned.

The European company, based in Innsbruck, Austria, also had promised to honor the collective bargaining unit and the existing contracts with Cascade workers.

"What he said was that they were not able to proceed with the plans to acquire Cascade and do the investing at this time," Tipper said of Tiroler-Loden owner Andreas Gebauer.

Maine Dislocated Worker Outreach Project

Assurances and Certifications

**Assurances and Certifications
for
JTPA Title III National Reserve Grants**

Maine Department of Labor assures that:

1. Use of funds provided through this grant will be in accordance with the Act, applicable regulations, the application and any amendments thereto as approved by the Grant Officer, and shall be consistent with the executed award document signed by the Grant Officer.
2. Services under this grant will be provided only to eligible dislocated workers.
3. Services will not be denied on the basis of residence to eligible dislocated workers.
4. The project design will reflect full consultation with each local labor organization(s) representing 20% or more of the workers affected by the layoff(s) covered by this grant.
5. The project will provide activities and services which are supported with funds reserved by the Secretary pursuant to §302(a)(2) and §322(a)(3) of the Job Training Partnership Act.
6. The project will operate in accordance with the General Administrative Provisions of the Act, as described in Title I, Parts C and D, and section 312(e) of the Act; 20 CFR Part 627 of the Regulations; and 20 CFR Part 631, §631.13, §631.15, §631.16, §631.17, §631.31, §631.37, and Subpart G.
7. The project will maintain accurate and timely participant and fiscal records, and will submit complete, accurate and timely reports as specified by the Grant Officer.
8. Except as described in the application and as approved by the Grant Officer, projects administered by State or Title III substate grantees will adhere to all policies and procedures identified in the approved State Title III Plan, and applicable Title III substate plan.
9. Retraining will only occur in occupations with a demand for workers.
10. By signing these Assurances and Certifications, the applicant is assuring compliance with the provisions of each of the following:
 - a. Assurances - Non-Construction Programs (SF 424B);
 - b. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Primary Covered and Lower Tier Transactions (29 CFR Part 98);
 - c. Certification Regarding Lobbying (29 CFR Part 93);
 - d. Certification Regarding Drug-Free Workplace (29 CFR Part 98);

- e. Certification of Release of Information;
 - f. Compliance with Nondiscrimination and Equal Opportunity Requirements of JTPA (29 CFR Part 34).
11. Each contract for on-the-job training will comply with the provisions at §627.240 of the Regulations.
 12. It will conduct at least once annually a comprehensive review and verification of financial management, procurement systems, participant data, and subrecipient monitoring procedures and systems for the project operator.
 13. Funds awarded under this grant will not supplant available resources, and will be coordinated with all resources available to provide assistance to the target group.
 14. It will provide effective administration and oversight of the funds awarded through this grant; and that it will review expenditures and enrollment data against the planned levels for the project and notify the Grant Officer expeditiously of any potential over- or underexpenditure of grant funds.
 15. It will compile and maintain information on project implementation on a monthly basis, and shall provide such information to the Department as requested.
 16. It will develop and implement a system for collecting information from participants regarding satisfaction with outcomes and the service process, and for using that information in a continuous improvement process regarding project design and operation.

Valerie Landry
Signature of Authorized Signatory

1/16/99
Date

Valerie R. Landry
Name

Commissioner of Labor
Title

